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ABSTRACT

This report profiles programs conducted in 19 cities during the summer of 1996 to employ youth in the private sector. In most of the programs, the youth served were disadvantaged; the programs were created or enhanced in order to replace funds that were cut under Title IIB of the Job Training Partnership Act (JTPA). The report contains 20 chapters. Chapter one provides an overview of the 19 case studies and identifies some of the key themes and patterns that emerged from an analysis of the programs. Each of the remaining chapters describes a program, providing information on the following: program management and funding; enlisting employers to provide job openings; recruitment of youth; preemployment training and orientation of youth; matching youth with job openings; work experience of youth under the program and monitoring of worksites; private sector participation in the Title IIB program; and best practices and lessons learned. Exhibits and program materials are included in the reports. Programs in the following areas are profiled: Hartford, Connecticut; New York City; Alexandria, Virginia; Baltimore, Maryland; Pittsburgh, Pennsylvania; Louisville/Jefferson County, Kentucky; Clearwater/St. Petersburg/Pinellas County, Florida; Columbus, Ohio; Milwaukee, Wisconsin; Minneapolis, Minnesota; Houston, Texas; Clay, Dickinson, and Summit Counties, Iowa; the state of North Dakota; Richmond, California; Phoenix/Maricopa County, Arizona; San Joaquin County/Stockton, California; Los Angeles, California; Seattle, Washington; and Portland/Washington County, Oregon. (KC)

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CASEBOOK OF PRIVATE SECTOR SUMMER YOUTH EMPLOYMENT PROGRAMS

FINAL REPORT

Prepared for:

U.S. Department of Labor
Employment and Training Administration
Office of Policy and Research

Prepared by:

Westat, Inc.
Rockville, Maryland

March 1997

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INTRODUCTION

Evidence from the Current Population Survey (CPS) and studies of the JTPA Title IIB Summer Youth Employment and Training Program conducted by Westat, Inc. in 1993 and 1995 indicated that the number of youth seeking summer employment far exceeded the number of job opportunities. In the summer of 1996, this gap was further widened when Congress funded the IIB program at only 75% of the 1995 level.

To address this shortfall, Secretary of Labor Reich declared in April, 1996:

> Because our summer job funding is reduced this year, it is even more critical that farsighted business leaders create private-sector summer jobs as an investment in the future of their own companies, communities and the young people of this nation.

However, the 1995 Westat study had found that efforts by JTPA service delivery areas (SDAs) to solicit summer jobs from the private sector had met with only limited success. While data were not available on non-IIB summer employment programs in 1996, it was likely that many communities were encouraged to redouble their private sector job solicitation efforts as they faced the possibility that Congress would eliminate or substantially reduce funding for the IIB program.

Against this backdrop, in November 1996, the Employment and Training Administration (ETA) asked Westat to conduct a series of case studies of exemplary programs that had, in 1996, successfully enlisted the private sector to provide nonsubsidized summer employment opportunities for economically disadvantaged youth. Westat was asked to prepare a casebook, describing the programs and highlighting the reasons for their success, that would be used to assist SDAs in mounting or enhancing their private sector programs in the summer of 1997 and thereafter.

Study Approach

As a first step in this process, in November, each of ETA's regional offices was asked to nominate five programs in their regions that were innovative and successful in placing economically disadvantaged youth in nonsubsidized, private sector jobs. A format was provided that permitted the regions to outline the key features of the nominated programs.

From the programs nominated, Westat, in consultation with ETA staff, selected 19 programs for in-depth analysis. The programs selected represent all areas of the country and include initiatives undertaken in urban, suburban and rural settings.

By the end of November, Westat had developed interview discussion guides that would be used to describe the operation and innovative practices of each of the 19 programs.

These discussion guides allowed Westat to gain the perspectives of a representative of the SDA, the program's director and staff, and two employers who had participated in the program. Discussion guides were pre-tested at a meeting with the director of Montgomery Youth Works, a summer employment program in Montgomery County, Maryland, and an employer who had hired youth under the Youth Works program. Training for the Westat interviewers who would conduct the study was held on December 4. Representatives of ETA and one of the model programs, Baltimore's YouthWorks '96, participated in the training.

Interviews were conducted and draft case study reports were prepared during December 1996 - January 1997. For each program, interviews were conducted with a representative of the SDA in which the program was located, the program director or a staff member, and two employers who had hired youth under the program. Interviews in five of the programs were conducted on-site; the others were conducted by phone. In February, the case reports were edited and an overview chapter was prepared.

Contents of the Report

The report contains 20 chapters. Chapter one provides an overview of the 19 case studies and identifies some of the key themes and patterns which emerged from an analysis of the programs. Each of the remaining chapters describes a program, providing information on: program management and funding; enlisting employers to provide job openings; recruitment of youth; pre-employment training and orientation of youth; matching youth with job openings; work experience of youth under the program and monitoring of worksites; private sector participation in the IIB program; and best practices and lessons learned. Included in the chapters are exhibits providing more detailed information on different aspects of the program and copies of specific materials that were thought to be of special interest to practitioners.

In the report, the terms "IIB" and "IIC" are used to denote the Summer Youth Employment and Training Program under Title IIB of the Job Training Partnership Act (JTPA) and the Youth Training Program under Title IIC of JTPA.

Staffing

The study was carried out under the general direction of Ellen Tenenbaum, Westat task leader. The report was edited and the Overview chapter prepared by Lloyd Feldman, senior consultant to Westat. Interviews were conducted by Frank Bennici, Haidee Bernstein, Patricia Davis, Turner Goins, Thomas Ryan, Kim Standing, Cynthia Thomas, Patty Troppe, Jeff Yeamans, Ms. Tenenbaum and Mr. Feldman.

OVERVIEW OF THE REPORT

In this chapter, we provide an overview of the 19 case studies that comprise the remaining chapters of this report. It is important to emphasize that each of the programs profiled in this report represents a community's unique approach to the problem of increasing the number of summer employment opportunities. An overview cannot adequately capture the wide diversity of these approaches and, thus, for most readers, it should not substitute for a careful reading of each of the case studies.

The programs varied considerably in the number of non-federally subsidized jobs that were created, ranging from the 25 youth placed in a 3-county pilot program in rural Iowa to the 17,000 non-IIB summer jobs generated under the aegis of New York City's YES Commission. In most of the programs, the number of jobs created were in the 200-1,000 range, with most of the jobs provided by private, for-profit employers. In several communities such as Minneapolis, Baltimore and Columbus, however, a substantial proportion of the jobs created were in state and local government agencies.

There were novel variations in the way some of these jobs were funded. In Baltimore and Minneapolis, for example, private sector contributions paid for a substantial number of public sector jobs whereas, in Phoenix, Clearwater and St. Petersburg, city funds were used to subsidize summer jobs created in the private sector.

The extent of program data collection and record-keeping varied considerably. Indeed, in many cases, because of the priority given to recruiting job openings, establishing a data base had low priority. Thus, only limited information is available on the characteristics of the youth who were employed under these non-IIB programs and this information is based, in large part, on the best estimates of program staff.

In the 15 programs that were able to make these estimates, all indicated that a majority of the youth placed under the programs were economically disadvantaged or low-income. In nine of the programs, it was estimated that 90-100 percent of the youth were disadvantaged/low income and in six, the estimates were in the 50-65 percent range.

It was clear from interviews with program staff that private employers preferred to hire youth 16 and over and, thus, in all of the programs, a majority of the youth served were in this age bracket. Many of the programs had a policy of not enrolling 14 and 15-year olds. A notable exception was the Seafirst Bank program in Seattle, which sought out younger youth, even those who might have been experiencing problems at school or home.

Among those programs that were able to estimate the ethnic composition of the youth they placed, all indicated that most were from minority groups. In all but a few cases, the large majority of the youth placed were African American.

Although each of the program designs is unique, several of the cases differ from the others in certain basic respects. All but two of the programs are managed, at least in part, by the local SDA or PIC. The two exceptions are the North Dakota project, which is managed by the Job Service, and the Seattle project, which is funded and administered by a single private firm, Seafirst Bank. While several programs encourage employers to employ youth beyond the summer, part-time during the school year, year-round employment is basic to the Milwaukee program, which treats summer jobs as part of a broader program of job readiness training and related work experience. The program succeeded, in 1996, in placing over 3,500 students in private sector jobs. All but two of the programs are focused on serving disadvantaged or low income youth; the Job Service program in North Dakota is open to all youth and does not target by socioeconomic status, and the Iowa program was specifically designed to reach non-disadvantaged youth.

The discussion that follows identifies some of the key themes and patterns which emerge from an analysis of these 19 model programs and which, because they are common to a number of the programs, may be of particular interest to communities interested in undertaking a program to promote the creation of non-subsidized summer job opportunities in their areas.

This chapter follows the organization of the case studies, covering: program management and funding; enlisting employers to provide job openings; recruitment of youth; pre-employment training and orientation of youth; matching youth with job openings; work experience of youth under the program and monitoring of worksites; private sector participation in the IIB program; and best practices and lessons learned.

Program Management and Funding

Most of the programs profiled in this report were initiated during the period 1991-96, primarily in response to the prospect of reduction or possible elimination of funding for the IIB program. Several long-standing private sector programs in existence since the early 1980s, such as Baltimore and Stockton, received new impetus in 1996 as they faced the possible loss of IIB funding. Staff of programs undertaken in 1992 indicated that the Los Angeles riots were also a motivating factor.

While most of these programs addressed the common problem of the need to urgently replace or supplement federally-funded summer jobs with non-subsidized, largely private sector employment, there was wide diversity in the manner in which they organized to face this challenge. A prevailing theme, however, in many, if not most of these communities, was the need for a community-wide response, rather than simply an SDA or PIC response to this problem. This theme was manifested in a variety of ways.

In several cities, high level, broadly representative committees were established in 1996, usually by the mayor, to oversee the summer jobs campaign. In New York City, Mayor Guiliani established the blue-ribbon YES Commission to coordinate and mobilize a citywide effort to provide or fund summer jobs for the city's youth. A leadership coalition was established by

Mayor Schmoke in Baltimore in which individual sectors of the community adopted specific goals and timelines for establishing or funding summer jobs. Portland convened a "Summer Summit" and Stockton organized a 30-member public-private Steering Committee to oversee and implement a job solicitation campaign.

In other areas, broad community interest in the summer employment problem was reflected in multi-agency implementation of the private sector program. In Los Angeles, for example, the program was managed by a partnership of the PIC, the Employment Service, the city government, school systems and youth-serving agencies, with the management team sitting as the program's board of directors. In Louisville, the program was administered by a partnership of the PIC, the Chamber of Commerce and two of the area's major community-based organizations.

In most communities, the SDA or PIC provided the core staff for the private sector program. In several programs, specific functions--usually recruitment, intake, assessment and matching--were contracted out to CBOs or other organizations. In some communities, the Chamber of Commerce or other business organizations took on the lead role for soliciting private sector summer jobs and contributions. This was the case in Stockton, Houston, Louisville and Iowa. In Baltimore, private sector volunteers "opened doors" but SDA staff followed up to concretize the job orders.

The size of the staff devoted to these programs varied considerably, depending on the extent to which functions were contracted out and the design of the program. Typically, 2-3 permanent SDA staff were assigned to the program, supplemented by either paid temporary (spring/summer) employees, staff detailed from other public agencies, such as the Employment Service, and/or business volunteers.

Program staff in these model programs were extremely creative in assembling a variety of funding sources in order to finance these initiatives. Funding sources included: IIB/IIC; Community Development Block Grants; city and state funding; foundation contributions; corporate contributions; and donations from individual citizens. The programs were equally creative in securing in-kind contributions from local firms or organizations. Programs were able to acquire at no cost: office space from community organizations, advertising in the local press or TV, printing of flyers and other materials by a local printer and use of a convention center, in Houston, for an all-day job fair. In addition, in-kind contributions included the time of Chamber of Commerce and other business volunteers who solicited jobs and helped to plan these programs.

Enlisting Employers to Provide Job Openings

The central--and most daunting--task in establishing a non-subsidized summer employment program is the solicitation of job openings from employers. The model programs described in this report have all been successful in this endeavor. While each program tailored its own unique response to this challenge, there are a number of implications that can be drawn from their

collective experience which warrant consideration by other communities undertaking the solicitation of non-subsidized summer openings, particularly from the private sector. There were also a number of innovative practices that should be of interest to practitioners.

The programs did not rely on a single approach to job solicitation but, rather, most used a broad range of methods to solicit job openings (and financial contributions) including: direct mail, telemarketing, visits to employers, public service announcements in the media, and the distribution of promotional brochures and other materials.

While their solicitation efforts were multi-faceted, most program directors emphasized that one-on-one contacts with employers--preferably in person--were an essential component of a successful job development strategy. Typically, these contacts, usually in the form of visits to the employers, were preceded by letters or phone calls describing the program and requesting the employers' participation.

Beyond one-on-one job solicitation, a number of programs stressed the general importance of establishing and maintaining personal relationships with participating employers by remaining in touch with them beyond the summer months. Programs accomplished this by involving the employers in other youth programs, such as School-to-Work, and recognizing their contributions to the summer program through end-of-summer appreciation luncheons or banquets, including the award of appropriate plaques or certificates.

Program staff in many of the programs noted the importance of establishing and maintaining their program's credibility in the employer community as the key to successful job solicitation in the future. These exemplary programs achieved this by consistently filling job openings with youth who were job ready and met employers' specifications. This was accomplished primarily through careful screening of applicants, matching them with jobs that corresponded to their skills and interests and requiring that the youth participate in pre-employment training and orientation before starting on the job.

In many instances, staff felt that the personal involvement of the mayor or county executive and the business community were critical to "opening doors" to successful job development. In cities such as New York and Baltimore, the mayors convened the cities' business and civic leadership and established a mechanism for a community-wide campaign to secure summer jobs. In these and other cities, the mayor and a leading member of the business community co-signed the letters to businesses that "kicked off" the jobs campaign. In some cases, such as Louisville, Phoenix and Stockton, the organized business community actually conducted the job solicitation efforts.

In order to maximize employer response, most programs imposed no requirements for employer job orders beyond payment of the statutory minimum wage. Where additional requirements were specified, they usually involved a minimum number of hours per week (ranging from 15-30 hours) and a minimum number of weeks (ranging from 6 to 9 weeks).

Several cities used special approaches to the development of summer job opportunities. The Phoenix, St. Petersburg and Clearwater programs offered city-funded subsidies to private employers to induce them to hire summer youth. Baltimore and Pittsburgh successfully solicited substantial financial contributions--from business and the general public in the case of Baltimore and from business and foundations in the case of Pittsburgh--to fund summer jobs in local government agencies (Baltimore) and in nonprofit organizations (Pittsburgh). Baltimore made effective use of youth "ambassadors"--youngsters who were participants in the city's youth programs and who served as effective spokespersons, before business audiences, in the summer jobs campaign. Alexandria used a "targeting" approach in its jobs campaign; with the advice of the local Chamber of Commerce, the program targeted those industries and employers that were likely to offer youth the most challenging summer job opportunities. The case studies are replete with other examples of creative approaches to job solicitation and development.

While most of the youth enrolled in these programs were economically disadvantaged, none of the programs made their appeal for jobs on the basis of the socioeconomic status of the youth they served. Rather, the youth were marketed as capable employees who would meet the employers' needs and who, at the same time, would benefit from the work experience gained through a summer job opportunity.

Recruitment of Youth

The local school systems were the principal sites for recruiting youth for these programs. Typically, notices were posted on bulletin boards, flyers were distributed and applications were made available, usually through the school's guidance counselor. This process was greatly facilitated where there was a strong year-round employment and training presence in the school as is the case in Milwaukee, where 15 SDA staff are school-based on a year-round basis and in Iowa, where the program and school staff are both part of a School-to-Work grant project.

Several project staff noted that "word of mouth" is a very effective recruiting tool where programs are well established. As a representative of the Milwaukee program noted, "Youth are the best recruiters." In addition to recruiting youth through the schools and through word of mouth, projects requested and received referrals from community-based organizations and public youth-serving agencies. Flyers were frequently distributed at libraries, community centers and churches. Several programs canvassed broadly; the Stockton staff gave presentations at schools, boys and girls clubs and community centers. As the case report on Stockton notes, "There is not a single community event with relevance for youth that they do not participate in." In New York City, on the other hand, there is no marketing or recruitment of youth because the summer programs are always oversubscribed.

This year, in a novel approach, the Hartford program will formalize its linkage to the school systems by equipping school staff with laptop computers containing the IIB program data base, thus allowing "on the spot" eligibility determination for both IIB and the non-subsidized program.

In the large majority of the programs, SDA staff were responsible for recruiting youth, either directly or through community-based organization (CBO) contractors. In Minneapolis and in Iowa, however, the Employment Service did the recruiting for the program.

Typically, whether youth are part of a general applicant pool or a pool of youth who have been identified as IIB-eligible, program staff utilize some form of screening to select candidates for non-subsidized employment. The most common is age; according to program staff, private sector employers are unlikely to hire youth below the age of 16 and, thus, that is the usual cut-off for these programs. The large majority of the programs profiled here use an income test for eligibility. However, since IIB funds are not involved, greater flexibility is possible. As a result, it is the practice in some SDAs to refer youth who are slightly above the IIB income level to the non-subsidized programs. Several programs impose additional requirements to assure that the candidates will be acceptable to participating firms. Pittsburgh, for example, requires 8th grade math and reading levels and reference letters from previous employers, schools or other organizations. Milwaukee requires that students have good or improving grades and good attendance records. The rural Iowa program requires that youth have their own transportation.

Pre-employment Training and Orientation of Youth

With very few exceptions, these programs require that all youth who participate in non-subsidized summer employment attend a pre-employment training or orientation program. Most of the programs are relatively brief, lasting from 2-4 hours. Two notable exceptions are the Seattle and Iowa programs. In the Seattle program, which is year-round and was developed and is administered solely by a single firm, Seafirst Bank, the training is far more extensive. Following an initial all-day orientation meeting, the Bank provides workshops for the students every 6-8 weeks. The Iowa program, which is part of a broader School-to-Work program, provides an initial orientation session and then sessions every Monday morning for 3 hours over a 9-week period during the course of the summer.

Unlike most of the other programs, which provide pre-employment training just before entry into employment, Louisville and Los Angeles conduct their pre-employment training during the school year, in either Saturday sessions or as part of an in-school program under Title IIC of JTPA. While Baltimore provides a job readiness workshop for all youth immediately prior to non-subsidized employment, staff feel that the best preparation is provided by their in-school IIC program and students in those programs are given priority in referrals to non-subsidized summer employment.

The subjects covered in the individual pre-employment training programs followed a familiar pattern including most or all of the following topics: employer expectations, attendance, punctuality, telephone and other communication skills, appropriate dress, interviewing skills, how to complete an application, and conflict resolution. In the longer orientation programs, the curriculum was more ambitious. The Iowa workshops, for example, included subjects such as: career options, using the yellow pages in a job search, resume preparation, time management and how to be an entrepreneur.

Staff in several programs (Portland, Alexandria and Iowa) emphasized the importance of avoiding tedious lectures in these sessions; they included mock interviews and other "hands-on," interactive elements to maintain student interest in the training.

Most of the training programs were conducted by SDA staff, in some instances jointly with CBO or Employment Service representatives. In Los Angeles, where training is carried out locally by CBOs and other "partner agencies" of the SDA, professional volunteer trainers were recruited from local chapters of the American Society for Training and Development and the Kellog Training Center (part of the United Way organization). Many of the youth who participated in pre-employment training were equipped to seek and find summer employment on their own--an indirect positive impact of the programs, and one that Los Angeles emphasized.

In several programs, employers were involved in the training programs as guest speakers and, in some instances, assisted in planning and curriculum development. In Phoenix, the workshops were business-run. The Greater Phoenix Leadership (an association of medium-sized and large firms) recruited volunteers from 26 different companies to provide the training.

Matching Youth with Job Openings

Typically, following completion of the pre-employment training or orientation program, youth were matched with the available job openings. In most of the programs, SDA staff handled the matching process, directly or in consultation with the Employment Service (Stockton) or the Chamber of Commerce (Iowa). In other programs, the Employment Service was fully responsible for matching (Minneapolis, Pinellas County and North Dakota) or the SDA contracted for job matching services with CBOs or other agencies. One of the more innovative arrangements was Pittsburgh's contract with a private, for-profit temporary help agency--Olsten Staffing--to do the job matching for their private sector program.

Regardless of the organizational arrangements, however, program staff were acutely aware of the importance of obtaining the proper "fit" between the applicants referred and the employer's job order specifications. To do this, the large majority of programs obtained detailed information from applicants through their application forms, separate skills inventories or both, which were followed by interviews with staff. The information collected typically included: age, educational level, prior work experience, volunteer work, skills, job preferences, career interests, hobbies and access to transportation. However, several programs took further steps to assure that they were referring the best possible candidates. The Milwaukee program obtained the students' test scores and attendance records from the school system; Pittsburgh and Hartford assessed the youth's reading and math levels; and Alexandria and Richmond gleaned information about the youth from their participation in the orientation sessions.

It was equally important to obtain clear specifications from employers. Staff of the Baltimore program, one of the longest in existence, indicated that they had learned early in the history of their program that getting clear job requirements from employers was critically important to the success of the program. Age was the most common specification in employers'

job orders, usually 16 and over and, in the case of a substantial number of employers, 18 and over. Most employers also included specifications concerning the personal traits of candidates; punctuality, maturity, an ability to speak clearly, enthusiasm, and willingness to learn were frequently mentioned. Other specifications varied widely by program. In some areas, most employers required previous work experience or specific skills. In others, only a small percentage of employers had these requirements.

Hartford used a "business liaison" to help assure that employers' job specifications would be met. She conducted a one-on-one interview with each youth, as an additional screen in the matching process, and then, based on her knowledge of the employers and their needs, made the decision on which employers the youth would be sent to. To improve this year's matching process, Houston program staff are conducting focus groups with employers to get a better idea of what they are looking for in their summer hiring.

With few exceptions, employers enlisted for these programs insisted on interviewing youth before they made their hiring decisions. Many programs send more than one candidate--usually two to four--for an employer to interview for each job opening.

Two of the programs--Houston and Alexandria--held successful one-day job fairs at which youth could visit many employers. In both cases, a large number of youth were hired "on the spot."

An important trend, noted in several of the interviews with program staff, is the program's encouragement of employers to hire youth on a year-round basis. Los Angeles, Phoenix and Pittsburgh all indicated that they are working toward year-round placement of youth. In the private sector-run Seattle program, all youth are employed on a year-round basis. Milwaukee is making a notable effort to incorporate summer employment into a year-round program of progressive job readiness training and work experience.

Work Experience of Youth Under the Program and Monitoring of Worksites

Youth were employed in a wide range of occupations under the program. In most areas, the largest number were employed in clerical and office occupations. Restaurant/food service and retail sales were the second most frequently reported summer occupations. Large numbers were also employed in hospital and health service occupations, building maintenance and custodial jobs, child care and recreation/playground positions.

In most programs, employers were expected to pay the going wage rate for the occupations in which the youth were employed, and this was almost always higher than the Federal minimum wage. Thus, hourly wages ranged from the federal minimum of $4.25 to as high as $10.00 in several areas; some youth in Minneapolis and Portland earned as much as $12.50-12.74 per hour. In most areas, the average wage was in the $5.00 - 5.50 range. In general, youth worked between 6-8 weeks during the summer, averaging 30-35 hours per week.

It was the expectation of program planners that, beyond gaining income and work experience, the youth would derive other benefits from their employment in private sector and other non-subsidized jobs. These expectations were borne out by the interviews with employers. The employers noted changes they had observed in the youth over the course of the summer months. Frequently mentioned were increased self-confidence, a better appreciation of the discipline of the workplace, and improved interpersonal skills. Several employers cited the acquisition of occupational skills, such as use of the computer.

Most of the programs provided either no monitoring of the youth's work experience, or staff contacts with employers were limited to one or two telephone calls during the summer. There were exceptions, however. In St. Petersburg, counselors visited the worksites at least every other week. In Iowa, staff visited worksites briefly every week. The Alexandria program assigned a "youth advisor" to groups of 25 youth. The advisers contacted the youth's supervisors every other week and documented the youth's performance on the job. In the employer-conducted, year-round Seattle program, each youth is assigned an advisor who is an officer of the firm and who meets with the youth weekly, serving as a mentor and overseeing the youth's progress through the program, including his or her work and school experiences.

Private Sector Participation in the IIB Program

In their interviews with SDA staff in connection with this study, Westat staff were asked by the Department of Labor to collect information concerning the private sector's participation in the IIB program in their areas.

In 10 of the SDAs, the staff reported that the private sector participated in the IIB program. The most frequently-mentioned activities were providing speakers on the world of work for pre-employment training programs and hosting field trips at their firms. In several areas, firms provided equipment, such as computers, for instructional purposes. In three of the IIB programs, youth were placed in job shadowing/internships in private companies.

Two of the most notable examples of private sector participation in the IIB program were in Minneapolis and Louisville. Under Minneapolis' Business Partners Program, businesses are matched with IIB youth. Volunteers from the firms provide 10-week mentorships for youth during the summer months. In 1996, 11 businesses supplied 243 mentors for young people enrolled in the IIB program. In Louisville, business volunteers served as mentors, as guest speakers in pre-employment training, and as advisers to the IIB program.

Lessons Learned/Best Practices

In their interviews, SDA and program staff were asked if, based on their experience, they could offer any guidance to other communities interested in undertaking a non-subsidized summer employment program. In the final section of each of the case studies, these lessons learned are summarized.

As each of these programs was unique, so were the lessons drawn by each program's staff from their experience. However, there were certain themes that recurred in their comments to which practitioners should give special attention:

Obtain the commitment of the community's business and political leadership. A large number of program staff emphasized the importance of involving the mayor or chief elected official and the community's business leaders (the local Chamber of Commerce leadership was most frequently cited) to provide visible and active support for the summer jobs program. This high-level support creates an environment of urgency and civic priority which helps elicit the involvement of businesses and other important segments of the community.

Establish a mechanism that will bring all sectors of the community into the summer jobs effort. A community-wide partnership was the key to the success of many of the programs profiled in this report. To achieve this partnership, communities created vehicles, with various titles (commission, steering committee, coalition, etc.), which included high level representatives of business, local government, youth-serving agencies, foundations, the local school systems, the media, and the ministry. These bodies coordinated the overall summer jobs effort and, most importantly, the members undertook to involve their individual sectors in the summer employment initiative by either pledging jobs, making financial contributions to fund job slots, providing publicity, or giving other in-kind support. The structures usually operated through specialized subcommittees with strong staff support from the program.

Send to employers only job-ready, qualified youth who meet employers' job specifications. Program staff emphasize that this view is critical to establishing the program's credibility in the employer community. As Houston's manager of youth programs reflected:

> It is hard to focus on who is the customer--the person accessing the service, or the employer--which? The employer isn't going to lower his standards, since he can always find someone to meet his needs. Consequently, the employer is the customer and the youth is the product.

The staff suggest that successful job matching can be achieved by: (a) careful screening and assessment of youth before they are accepted into the program; (b) ensuring that employers provide clear, detailed job order specifications; and (c) requiring that all youth attend pre-employment training or orientation before starting on the job. Some program staff would add that staying in contact with employers during the course of the summer further ensures employer satisfaction.

Enlist employer support through contacts on a personal, one-to-one basis. While broad appeals in the form of letters from political and business leaders and public service announcements in the media are valuable, individual contacts with employers at a high level, particularly by business volunteers, have proven especially effective in obtaining job pledges and financial contributions.

Do not present the program to employers as a program to serve the disadvantaged. All of the programs were successful in placing youth from economically disadvantaged or low income backgrounds in private sector jobs. Applicants were presented to employers as qualified young people who could benefit from a summer employment experience. Employers hired them on that basis and did not inquire about their socioeconomic background.

Recognize employers with appropriate end-of-summer events. Many programs held end-of-summer luncheons or banquets at which participating employers were honored with appropriate certificates or other expressions of appreciation. Media coverage was arranged for these events and frequently the mayor or other high level official was in attendance. Staff underscore the importance of these events as a way of sincerely thanking employers who were involved, but also as a means of encouraging their future participation as well as the participation of other employers as a result of the publicity surrounding the event.

The case studies in this report contain a variety of individual practices that have proven to be effective and that will be of interest to practitioners. Without attempting to fully list these approaches in this overview, the following are cited as suggestive of the range of innovative practices used in the programs:

- The designation of a business liaison to serve as a final screen in identifying and preparing youth for referral to a private sector employer (Hartford);
- The assignment of year-round, school-based coordinators who serve as case managers for youth's summer/school year employment and work preparation training (Milwaukee);
- Enlisting professional trainers from local ASTD chapters to serve as volunteers in pre-employment training programs (Los Angeles); and
- The use of student ambassadors to represent the program in the employer community (Baltimore).

However, in a very real sense, the programs discussed in the chapters which follow are themselves "best practices," reflecting the ingenuity and creative energy of 19 communities that responded to the challenge of the need to build a new--non-subsidized--summer youth employment program.

Mayor Mike's Working Wonders
Hartford, Connecticut

Overview

When was the last time you had your shoes shined by the mayor of a major U.S. city? Just ask those who won a raffle at the "Take a Shine to Hartford" kickoff meeting for Mayor Mike's Working Wonders private sector summer youth employment program last spring. The fundraiser, whose theme was inspired by Hartford Mayor Michael Peters' recollection of his very first job as a youth, marked the inauguration of the charter year for the program. This private sector initiative was launched by the Capital Region Workforce Development Board (CRWDB), formerly the 'Hartford Area Private Industry Council', which is the JTPA grant recipient and administrative entity in the Service Delivery Area (SDA) for the federally funded IIB program. The SDA serves the city of Hartford and 33 neighboring towns. The Hartford area is one with extremes of affluence and poverty in close proximity. While the overall unemployment rate for the SDA is about at the national average, the jobless rate for the city of Hartford is over 9 percent.

Working Wonders' establishment was prompted by cuts in the Hartford area's 1995 IIB allocation of $2.1 million (which allowed for the employment of 1,400 youth) to $1.36 million in 1996, an amount which permitted CRWDB to place only 930 youth in IIB jobs.

Mayor Mike's Working Wonders, though only conceptualized in March of 1996, was responsible for the placement of 183 youth directly in private, for-profit firms in the summer of 1996. An additional 113 youth were employed in private non-profit organizations and in public sector agencies as a direct result of private funds donated to the program. Moreover, an additional 630 youth were employed last summer as a result of a special appropriation of city funds for this purpose (230 jobs) and a contribution from a local foundation, the Hartford Foundation for Public Giving to the program (400 jobs). Thus, Mayor Mike's Working Wonders was responsible for a total of 926 youth who were employed last summer through a combination of private sector hiring, private and foundation contributions and city appropriations -- youth who would otherwise not have been provided with summer jobs.

The program in 1996 involved a total of 61 employers. Of these, 37 actually hired youth for non-subsidized jobs, 32 provided monetary contributions, and 1 provided services or in-kind contributions. All but seven were private, for-profit firms: five were non-profit organizations and two were government agencies.

Two private firms which hired economically disadvantaged youth in response to the program were interviewed for this report. The Hartford Hospital Human Resources Department responded to the Mayor's charge by creating 10 summer jobs for economically disadvantaged youth from the neighborhood. The Hartford Courant, the city's major newspaper, created 4 summer intern jobs in various departments of the newspaper and plans to offer a larger number of jobs this coming summer.

Program Management and Funding

On August 2, 1996, *The Hartford Courant* reported that, "as municipalities across the country wrestle with declining federal revenue and increased demand for services, [Hartford Mayor Michael] Peters has helped pioneer a new approach. Working Wonders is an offshoot of Peters' Companies for Kids, through which businesses have provided volunteers and money." The article added, "the program . . . is drawing national attention as corporate giants and small companies answer the call to become more involved in the lives of Hartford youths."

The CRWDB Youth Services Coordinator, who also administers the IIB program, administered the Working Wonders program for the Mayor. A full time summer staff person assisted with administrative details. A community relations specialist from the city's Department of Housing and Community Development was detailed to serve as Business Liaison for the program. She met with the youth referred to the private sector jobs as a last screening step, coaching the youth on the need for promptness, appropriate dress, and other factors critical to meeting employers' requirements.

One key to the success of the Working Wonders program was the ability of the CRWDB staff to coordinate several distinct, independent funding sources into a single integrated program. The program's budget for 1996 was $874,000. The City of Hartford's initial contribution of $100,000 was supplemented by $193,000 from the State Department of Labor and $430,000 from the Hartford Foundation for Public Giving.

Enlisting Employers to Provide Job Openings

The 1996 job solicitation campaign did not get into full swing until May of 1996. In April, a letter from the Mayor was sent to businesses encouraging them to contribute jobs or funds to the Working Wonders campaign (see copy in Exhibit A). These letters were followed up by one-on-one phone calls by program staff. This combination proved particularly successful. Other effective materials were the brochure (Exhibit B) and the sponsorship card employers sent in to the program in response to solicitation (Exhibit C).

Many other techniques were also used to solicit job openings. The mayor's personal and persistent appeals to the business community through press conferences, press releases, newspaper articles, and radio announcements (primarily on the program, "*Mayor Mike's Minute*") were viewed by staff as essential to securing private sector participation. This appeal was reinforced in speeches before meetings of businesspersons by members of the mayor's and CRWDB staff.

The private firms contacted by the program were generally responsive and indicated that they felt they were giving something back to the city and investing in the area's future workforce. The private firms interviewed for this study both felt strongly about wanting to assist disadvantaged youth in the community and wanting to respond to the crisis facing youth in finding summer jobs. The Hartford Courant used the opportunity as an "experiment" to assess the feasibility of employing high school students in summer jobs. The Hartford Hospital wanted

to give the youth an opportunity to earn money but, more importantly, to acquire good workplace skills and habits, such as punctuality and a sense of responsibility concerning their work.

While a reluctance to hire economically disadvantaged youth did not appear to be an issue for employers, the CRWDB believes that any doubts were assuaged by the firms' awareness of the orientation provided by the program staff, along with the screening done of the applicants before they were sent on their interviews. Moreover, trouble-shooting and worksite monitoring occurred throughout the summer.

The Working Wonders program required that employers offer employment to the summer youth for at least 30 hours per week for at least 6 weeks of the summer. A minimum wage of $4.27 per hour was also required. Employers were also expected to assign a specific supervisor to each youth hired and to evaluate the youth's performance at the end of the summer. A special effort was made to secure higher skilled jobs, and employers were asked to provide jobs that would expose youth to a variety of careers. As important, the program asked that employers not place the summer youth in jobs which were disliked or rejected by regular employees. The CRWDB feels that the program was very successful in providing meaningful work experiences for these youth placed in private sector jobs.

Recruitment of Youth

Working Wonders used the IIB system already in place at the CRWDB for recruiting youth and referring applicants to the program's employers. Typically, interested youth would obtain applications from their local CBO or at school. The municipal housing authority, job fairs, and the Department of Social Services and General Assistance were also venues for distributing applications. A single application form was used for all summer employment. The youth forwarded the completed application to the local CBO which would review the application and forward it to CRWDB, possibly with a recommendation that the youth be considered for the private sector program. CRWDB staff had the ultimate responsibility for determining which youth would be assigned to IIB and which would be referred to the Working Wonders program. The criteria for Working Wonders were that the youth be age 16 or older and mature and that they had prior work experience.

Based on the staff's experience with this approach to recruiting youth for the Working Wonders program in 1996, the following changes will be made in 1997: completed applications for all summer employment will be received directly by CRWDB from a variety of distribution centers where the youth will fill them out, including the school system, libraries, churches, youth centers, one-stop centers and CBOs. After making a determination of applicants' eligibility, CRWDB will give IIB-eligible youth vouchers indicating their eligibility which can be taken to one of the CBOs listed on the voucher for IIB placement; Working Wonders-eligibles will be matched with private sector jobs and referred to the Business Liaison for final screening and private sector placement.

Pre-Employment Training and Orientation of Youth

Most of the youth referred to the Working Wonders program had participated in the IIB program during previous summers and, as part of that participation, had attended CRWDB's pre-employment training program. This training, which lasted up to 18 hours, included topics such as program goals and objectives, attendance and punctuality, appropriate dress, appropriate behavior, conflict resolution, and communication skills. The youth were also involved in role playing and small group discussions.

Given this previous exposure, last year, Working Wonders youth were given only brief workshops and orientations in groups when they were referred to the Business Liaison. For 1997, the CRWDB plans to conduct a single orientation and training program, using facilitators, rather than the small group sessions, to ensure that every participant receives the same information.

Both of the employers interviewed felt strongly that the program had been highly effective in referring youth to them who were job ready and met their hiring specifications.

Matching Youth with Job Openings

Working Wonders staff made the initial match of youth to non-subsidized job openings, using both the employers's specifications and information contained in the youth's completed application forms. However, before a youth is referred to a specific job opening, he or she is interviewed by the Business Liaison to ensure that the match is appropriate and that the candidate is well prepared for the interview. All of the employers who hired youth under the program interviewed the youth prior to making their hiring decision.

In their application forms, youth had been asked to include the following information that was used in the matching process: their plans after high school graduation, the skills they hope to acquire from summer employment, the skills, interests, and hobbies they possess, and previous jobs they have held (both paid and volunteer). Additional information was obtained through an assessment of the youth which identified their reading and math levels, and any barriers to their employment (e.g. limited experience, lack of specific job skills, lack of work maturity). These assessments, involving use of the Connecticut Competency System, were conducted by the CBOs who processed the summer employment applications.

All employers participating in the program included specifications in their job orders (80 percent provided oral and 20 percent provided written specifications). They all requested youth of age 16 and above and 45 percent of the employers asked that youth be mature, speak clearly or possess other specific personality traits. Most employers had no further specifications: 20 percent asked for previous work experience and 20 percent required specific skills.

An indication that the matches were successful is that only 2 percent of the youth failed to complete their summer employment.

Work Experience of Youth Under the Program and Monitoring of Worksites

In 1996, a total of 61 employers participated in the program of non-subsidized employment of summer youth. Of these, 37 actually hired youth for non-subsidized jobs, 32 provided monetary contributions, and 1 provided in-kind contributions. The number of youth hired by each firm varied, with 20 firms hiring one youth, 8 firms hiring 2-5 youths, and 3 firms each hiring 6-10 youths, 11-19 youths, and 20 or more youths. The 183 youth hired for non-subsidized positions were placed in a wide variety of job categories, as shown in Table A.

Table A. Placement of Youth

Job Category	Number of Youth
Office/clerical	109
Hospital/health service	33
Retail sales	22
Restaurant/food services	6
Building maintenance/custodial repair	6
Grounds landscaping/conservation	5
Libraries/museums	2

The jobs lasted an average of 6 weeks, with an average of 30 hours of employment per week. The hourly wage ranged from $4.27 to $8.00, and averaged $5.50 an hour.

Of the 37 employers who hired youth, 30 were private, for-profit firms, 5 were non-profit organizations, and 2 were government agencies. The 30 private for-profit firms were comprised of 20 percent small employers (fewer than 25 employees), 30 percent medium-sized, and 50 percent large employers (over 100 employees).

Both employers interviewed for this report felt that the youth they hired had gained substantially from their summer work experiences, in terms of their interpersonal skills, career goals, and occupational skills. Both firms plan to participate in the Working Wonders program again in 1997. At the Hartford Courant, the summer youth learned not only to understand the dynamics of the workplace (attendance, punctuality, professionalism), but also gained important computer and filing skills. The students were given special attention. They each received a welcome packet at the beginning of the program and were asked to attend weekly meetings with the program coordinator at the Courant to discuss their experiences during the week and what they expected to accomplish during the coming week. The students worked on real projects and had their own desks or work areas, complete with their own e-mail address. At the end of the program, the newspaper held a luncheon for the four students, and presented them with gifts.

At the Hartford Hospital, the youth worked with the grounds manager on the hospital grounds. The focus was not just on earning money for the summer, but on learning something about good workmanship, including punctuality and working closely with other employees. The summer youth were encouraged to not only learn as much as they could about grounds keeping and landscaping, but also to appreciate nature and to explore potential hobbies and careers in horticulture and related disciplines. They were also able to learn about the operation of a hospital. At the end of the summer, a pool and pizza party was held in their honor by the hospital staff to recognize them for their work over the summer.

CRWDB staff held a picnic, at the end of the summer, attended by the mayor and other key figures, for all the youth and employers who participated in the Working Wonders program.

The worksites involved in the Working Wonders program were monitored during the course of the summer. Each site was contacted by a staff member either in person or by telephone at least once during the summer and the program staff made itself readily available for assistance with any problems or issues raised by the youth or supervisors.

Private Sector Participation in IIB Program

In Hartford, private firms did not participate in the IIB program.

Best Practices/Lessons Learned

While the Working Wonders private sector summer youth employment program is only beginning its second year, it can offer several examples of successful practices and lessons learned from its first summer. The administrators of Mayor Mike's Working Wonders have the following suggestions based on their experience:

Allow enough time to establish a solid administrative system and to enlist employers to provide job openings and other forms of support. The roles and responsibilities of the lead individuals and agencies associated with the program should be delineated at the onset of the process. Moreover, follow-up communication with employers, after initial contact, is an important, time-consuming step which brings employers back to the table after allowing them time to consider the initial contact and make a decision regarding their commitment to the program. Fundraising events and kickoff breakfasts also require extensive planning, especially if they are to include high profile spokespersons such as the mayor and key leaders in the private and public sectors. An effective matching process is also time-consuming.

Construct a database with enrollee and employer information to ensure continuity for the program in the years to come. Data can be used for recruitment of both jobs and youth for the following summer's program: numbers and types of youth to be served, and the numbers and types of jobs in the private sector which will be available.

Careful screening of applicants (and businesses) and the involvement of employers in many aspects of the process. These practices will not only give employers confidence they are being sent applicants closely matched to their specifications, but also assure them that they are actively helping to shape the character of the program. According to the Youth Services Coordinator, private sector employers should be included in the planning stages for enlisting employers, designing and conducting pre-employment training and orientation, and designing trouble-shooting procedures.

Use of a specific business liaison staff person. Much of the program's placement success was attributed by staff to the efforts of the Business Liaison who worked closely with the CRWDB and the employers to refer the appropriate youth. After interviewing each of the applicants eligible for the private sector program herself, the business liaison often sent a list of referrals with short biographies to appropriate employers, creating a valuable extra step in the screening process. This allowed the employers to more confidently decide which youths to interview.

Monitoring and trouble-shooting throughout the summer also added to the confidence of the employers; it is on this employer confidence that the success of a private sector initiative ultimately rests.

Enlist the participation of a high profile personality to help jump start the program, and to keep the spirit alive through media and other events.

Contact:

Sandy Cruz-Cerrano
Youth Services Coordinator
Capital Region Workforce Development Board
99 Pratt Street
Hartford, CT 06103
Phone: (860) 522-1111
FAX: (860) 722-2486

Exhibit A.

DRAFT

April 18, 1996

Dear :

You are probably aware that the $2 million federal program which traditionally created job opportunities for Hartford youths has been cut substantially. In past years, this money allowed us to place approximately 1400 kids into a six week, community service jobs with non-profit and public sector employers program. This year, unless we take action immediately, the program will only employ about 750 youths.

Jobs created through federal funding not only helped a lot of young people develop valuable working skills, but they also kept kids busy and off the street. Finally, these jobs enabled kids and their families to have more income to "recycle" back into our community through their increased purchasing power.

I have been working since last fall to get our local businesses to help close the summer job gap created by the federal cuts. Oz Griebel, President of Bank of Boston CT and Bob Fiondella, Chairman & CEO, Phoenix Home Life, have joined me in leading this effort. We call our program "Working Wonders", and it's part of the larger volunteer effort I created after I took office called "Mayor Mike's Companies for Kids, which has linked 150 companies and organizations with Hartford's youth groups in a variety of ways.

I am writing to you at this time to ask you to consider taking one or two actions as follows: .

1) Hire one or more Hartford kids (aged 14-19) this summer . The Capitol Region Workforce Development Board, a private-public purpose agency, which will administer this program will work closely with your company.

2) Make a financial contribution to "Working Wonders" in order to create a community service job for a 14-19 year old youth. The budget for this effort works out to a cost of $1,000 per job. We'll have quality organizations supervising young people who will clean neighborhoods, staff summer camps for younger kids, and work for agencies like the Hartford Police Department, etc..

I realize that many of our local businesses already hire Hartford kids as summer workers. I am asking that you take some time to determine if you can do more this year. If you have not done this previously, I'm asking that you join us in this important effort to help our city's young people become successful, taxpaying adults. Working is what it's all about!

I intend to do all I can to publicly acknowledge the companies who join this effort. I will be happy to visit participating employers during the summer to thank them personally.

Thank you for your attention to my request. Someone from CRWDB will be contacting you soon to solicit your support .

In addition, I am taking this opportunity to invite you to join us at a Working Wonders promotional event sponsored by Heublein at Union Station on May 9, from 5:00 to 7:00 p.m.

I'll be shining shoes (my first job) along with local CEO's and celebrities in order to call attention to this effort and at the same time attendees will have an opportunity to learn more about this important initiative.

Let's continue to work together to make Hartford a better place, especially for our young people.

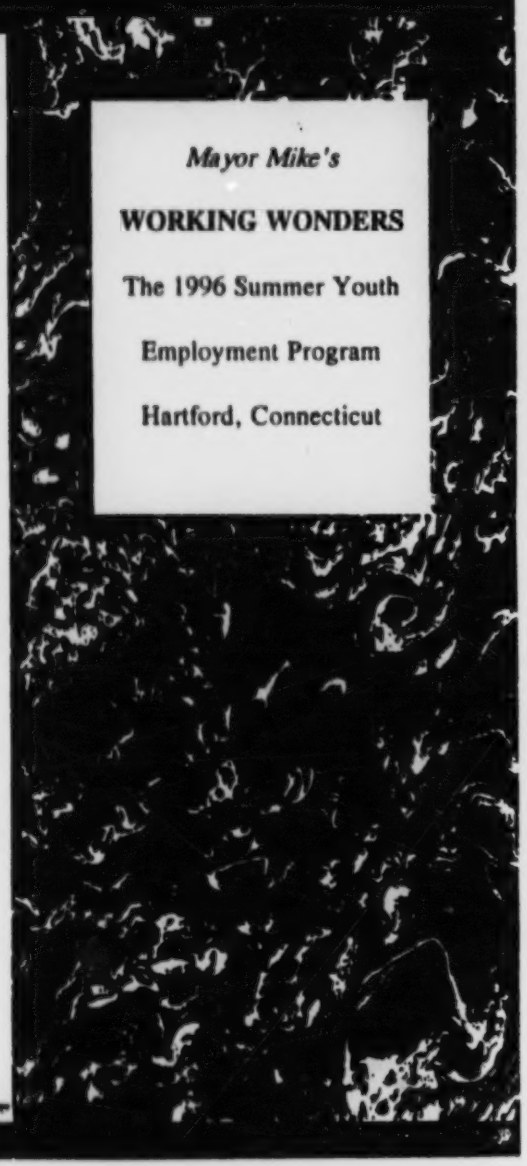
Sincerely,

Michael P. Peters
Mayor

The City of Hartford and participating communities, in partnership with the Capital Region Workforce Development Board (CRWDB), proposes to provide approximately 1,500 Hartford youth with work experience during the summer of 1996. Participants will be placed in meaningful work positions in private for-profit, private non-profit and public sector organizations interested in providing job opportunities for youth while gaining a useful source of entry level workforce help.

WORKING WONDERS

The Capital Region Workforce Development Board
99 Pratt Street
Hartford, CT 06103
(860) 522-1111



Mayor Mike's

WORKING WONDERS

The 1996 Summer Youth Employment Program

Hartford, Connecticut

BEST COPY AVAILABLE

WORKING WONDERS

WHAT DO WE WANT FROM LOCAL COMPANIES?

We seek financial sponsorship from local employers.

Two ways to participate:

1. Making a financial contribution to pay the salaries of the participating youth who are hired by public or not-for-profit sponsors.

2. Making a commitment to hire.

WHAT TOWNS ARE COMMITTED TO THIS PROGRAM?

Hartford
East Hartford
Bloomfield
Wethersfield
Manchester
Enfield

HOW DO THE COMMUNITIES BENEFIT?

- Dollars earned are spent locally (high velocity dollars)
- Positive youth activities

WHO CAN PARTICIPATE IN THIS PROGRAM?

Youth between the ages of 14 and 19 who reside in the city of Hartford and participating towns.

HOW WILL COMPANIES BENEFIT FROM PARTICIPATING?

- Participation is considered a contribution to a non-profit 501C3 organization and such a commitment has tax advantages.
- Youth employment supplements existing workforce for the employer.
- Opportunity to contribute to Hartford's community-building efforts.
- Enhances the region's public-private partnership in employment and training.
- Fosters a favorable corporate image

WHERE WILL THE YOUTH WORK?

In the six-to-ten week assignment, participants will have the opportunity to work in a variety of sites including: area businesses, daycare centers, schools, elderly centers, offices, tutoring programs, day camps, community-based organizations, museums, hospitals and government agencies.

WHAT WILL THE CRWDB DO FOR YOUR BUSINESS?

- Screen and interview all applicants
- Provide pre-employment orientation
- Assist in the proper matching of positions
- Provide technical assistance and support
- Follow-up on assignments in a timely basis

WHAT ARE THE BENEFITS TO YOUTH?

- Earning spending money for clothing, books, etc.
- Exposure to career options
- Learning the importance of staying in school
- Building self-esteem and pride
- Learning to manage money
- Enhancing citizenship skills
- Participating in the community

BEST COPY AVAILABLE

Exhibit C.

Working Wonders
The 1996
Summer Youth Employment Program
Sponsorship Card

I choose to:

Hire one or more _____ youth(s) for the summer.
number of youth(s)

Make a financial contribution _____ to sponsor a youth.
* $1000.00 per youth

Name _____

Business / Company _____

Telephone No. _____

For additional information call either
Edna Gonzalez 543-8500 or
Frank Chiaramonte 522-1111 ext. 12 or
FAX to 722-2486.
Self addressed envelope enclosed for your convenience.

* Contributions of any amount would be greatly appreciated.

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The Mayor's Commission on Youth Empowerment Services
(The "YES Commission")
New York, New York

Overview

New York City, the nation's most populous city with a population of over 7 million, currently has an unemployment rate of around 8 percent. Youth unemployment is more than three times the overall unemployment rate in the city, and both rates are significantly above the national average.

At first glance, the determination in the spring to provide "one more [city-wide] summer job than last year" may not appear to be a lofty goal for a joint public/private sector summer youth employment initiative whose mission is to serve the city's economically disadvantaged youth. But when 32,000 summer jobs are at risk due to an anticipated complete elimination of funding for the federal IIB program, recovery of even a portion of these jobs in such a short period of time would seem no less than miraculous. This was the situation that faced New York City, the largest JTPA Service Delivery Area (SDA) in the country, in March 1996 when Mayor Rudolph Giuliani established the Commission on Youth Empowerment Services--the "YES Commission"--and charged it with restoring the expected loss of summer jobs for 1996.

The YES Commission was established to address the employment needs of the city's youth, and, as the Mayor's Executive Order No. 28 stated, to "advise and assist the Mayor in a focused and coordinated effort to mobilize both the public and private sectors, including the for-profit and not-for-profit communities, to identify existing employment opportunities, to develop additional employment opportunities . . . and to develop methods to match the talents and interests of young people with available employment positions."[1] The Commission was also empowered to identify existing funding sources, and develop additional sources, to fund employment opportunities for youth, particularly those who are economically disadvantaged.

The result was that a total of 608 more jobs were provided to the city's youth in the summer of 1996 than in the previous summer. This was achieved with a IIB funding level which, while partially restored, was only 70 percent of the 1996 level. The primary emphasis in 1996 was on raising funds to compensate for the partial loss in federal funding. In 1997 the Commission will focus on job development for the overflow of economically disadvantaged youth applying to the New York City Department of Employment (DOE), the grant recipient and administrative entity for the IIB program.

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[1] The City of New York, Office of the Mayor. "Mayor's Commission on Youth Empowerment Services." Executive Order No. 28. March 14, 1996.

While data are not available on the number of private jobs or privately-funded jobs secured through the efforts of the YES Commission, what is attributable to the Commission is the heightened awareness of the crisis that faced the city and the resulting successful solicitation of job openings and funds that led to a recovery of jobs lost by the significant cut in JTPA funding. To the maximum extent possible, these 1996 summer jobs were filled by economically disadvantaged youth from the IIB applicant pool.

As can be seen from Table A, the decline in IIB jobs from 1995 to 1996 was offset primarily by an increase in jobs funded by state and local governments, as well as privately-funded public sector jobs. This was accomplished, in large part, by the ability of the Commission to work actively with city agencies--particularly the NYC Housing Authority--to identify agency funds that could be used to create and pay for summer jobs for disadvantaged youth.

The increase in private jobs was attributable to direct hiring by private firms and non-profit organizations in response to appeals from the mayor and the YES Commission as well as jobs created with contributions from individual firms and organizations, particularly large corporations. These latter funds were channeled by the United Way to its member non-profit organizations and were used to fund summer jobs for IIB-eligible youth in those organizations. The funds were supplemented by a direct contribution of $400,000 by the United Way itself, along with a matching challenge to other donors.

Table A

City-Wide Summer Jobs

	1995 Jobs	1996 Jobs
Title IIB jobs	32,000	22,500
Public sector jobs: state/local/private funded	3,745	12,497
Private sector jobs: direct hires	3,183	4,539
Total	38,928	39,53

Program Management and Funding

On March 14, 1996, Mayor Giuliani issued the executive order creating the YES Commission. In doing so, he called upon recognized leaders representative of both the public and private (for-profit and not-for-profit) sectors. (Exhibit A, the brochure sent out by the Commission, lists its members.) The appointed group included members representing the business, labor, financial, and professional service communities, as well as, ex officio, the Commissioner of the DOE and

the Deputy Mayor for Education and Human Services. The group was chaired by a senior partner of a prominent law firm in the city, and was asked by the mayor to assist in enlisting the support of the city's employers and agencies. The members were asked to serve without compensation.

The charge to the Commission was to maintain the level of commitment to the city's economically disadvantaged youth that historically had been possible under the IIB program. The Commission, as a formal entity, met only once or twice between its inception and the beginning of the 1996 summer program. However, the chairman informally called several meetings at key points in the process.

The Commission needed to rapidly create an infrastructure to launch the effort. The mayor's office provided materials and in-kind space to the effort, while the DOE provided technical and other assistance based on its experience with the IIB program. Most importantly, the DOE had in place the IIB applicant pool from which referrals could be made to prospective employers.

In principle, the Commission was to have overarching responsibility for coordinating the youth employment efforts of various existing organizations, including the DOE, the NY State Department of Labor (NYSDOL), the NYC Housing Authority (NYCHA), and the United Way of NYC, working together with seven major social services federations. In addition, there existed several entities which also had historically been stakeholders in the summer employment of the city's youth. One, the NYC Partnership and Chamber of Commerce, is a coalition with a broad membership of private companies that creates jobs through its members and historically does its own youth recruitment and matching. They are usually higher paying jobs, and the youth recruited for summer jobs through the Partnership are traditionally older, more mature, and have more work and educational experiences than do the typical applicants from the IIB pool. Another, the private non-profit fundraising entity, Public/Private Initiatives (PPI), which raises money for worthy causes, was also brought into the partnership. All private donations made in the name of the YES Commission were placed with PPI, which then forwarded the funds to the United Way mechanism. Exhibit B depicts the organizational chart for this coordinated effort.

The existing IIB mechanism was used to fill the jobs developed through the efforts of the YES Commission and its constituent agencies. Since IIB was perpetually oversubscribed, the DOE had a ready pool of youth who could be matched to these jobs. Using the DOE mechanism, approximately 90 percent of the jobs were filled by economically disadvantaged youth from the IIB applicant pool. The remaining jobs were filled by youth, particularly those with specific skills (such as foreign language) and those from underserved populations (specifically the Asian communities) who were recruited directly by community-based organizations and private businesses and referred to DOE.

Enlisting Employers to Provide Job Openings

While the YES Commission itself did not directly enlist employers to provide job openings, it charged its affiliated agencies to reach out to their memberships to create jobs specifically for IIB-eligible youth.

Among the most significant approaches to job development utilized in the 1996 program was the funneling of private contributions through the United Way mechanism to create summer jobs in non-profit organizations. A second approach involved the efforts of the NYC Partnership/Chamber of Commerce to solicit jobs from its member-employers and match the openings with youth referred from the IIB pool of applicants as well as the Partnership's own pool of youth it had traditionally served. A third approach was the identification and use of local government agency funds to create summer jobs. The major examples of this were the commitment of the NYC Housing Authority, which released over $4 million in funds to subsidize jobs for its young residents of public housing and the City itself which released an *additional* $1.8 million to assist the DOE in funding jobs in city agencies for IIB eligibles.

This year, YES plans to coordinate activities with other potentially important sources of summer jobs, such as Local Development Corporations and Business Improvement Districts (non-profit organizations of local merchants or property owners that levy assessments to pay for local improvements). Programs administered by these agencies are generally autonomous pockets of activity unique to the different communities and their employers, and do not target IIB applicants. However, YES intends to ask them, beginning this year, to use the IIB applicant pool along with their own applicant pools.

One model for these efforts will be the successful 1996 partnership between Washington Irving High School and the 14th Street-Union Square Local Development Corporation (LDC), part of the 14th Street-Union Square Business Improvement District, or BID. The Executive Director of the LDC is on the YES Commission, which is hoping to use the partnership as a model as it reaches out to the city's various other BIDs and LDCs in hiring summer youth for 1997. Termed "Summer Jobs '96" last summer, this partnership accounted for a total of 163 summer jobs for the high school students, up from 100 jobs in 1995 and only 40 jobs in its first year, the summer of 1994. These jobs are primarily with private companies, all in the BID community. A majority of the students, around 70 percent, receive free lunch and are therefore at or below the poverty level. This is considered a remarkable commitment by the private sector to serve economically disadvantaged youth, particularly in a BID whose community is comprised of mainly upper-middle-class residents.

The high school prepares its students year-round for the prospect of a summer job in the private sector, and the LDC secures the positions. The linkage is established through a Business Coordinator at the LDC and a Job Developer--a paid teacher given time and office space--at the high school. The students interested in the summer jobs program attend mandatory workshops on such subjects as interviewing and professional dress codes, and put together job packets complete with resumes developed in English class, working papers, Social Security card, and two

letters of recommendation from teachers. The business coordinator works with the members of the LDC and the non-profit Business Advisory Council to secure job openings from businesses in the community.

Recruitment of Youth

DOE does no marketing or outside recruitment of youth for the summer youth employment program since it is always oversubscribed. In 1995, the DOE received 55,000 applications for the IIB program. Federal funding only allowed for the employment of 32,000.

Applications for summer employment are available at offices of the City Department of Employment (SDA), local offices of the state Department of Labor and Employment Service, and in schools, usually from guidance counselors. They are also available from CBOs that work with young people, libraries, income support centers, and other groups with which youth come in contact.

For the 1997 program, a joint effort is underway by the New York State Department of Labor, the DOE, and the Partnership to establish a uniform applicant pool, drawn primarily from the IIB pool, and a common matching system.

Pre-Employment Training and Orientation of Youth

The YES Commission did not have a mechanism for the pre-employment training or orientation of youth referred to nonsubsidized jobs. In certain cases, depending on the number of youth referred, there was some orientation by individual firms and agencies.

Matching Youth with Job Openings

The majority of referrals of IIB eligibles to nonsubsidized jobs was through the United Way mechanism. Employers who responded to the United Way's call contacted DOE and gave them job orders with a brief set of specifications (e.g. age, experience, hourly wage). DOE then referred a number of applicants meeting these requirements. It was the responsibility of the United Way staff to work directly with the employers to make interview and other arrangements.

This year, with more time to plan, the YES Commission hopes to be able to make more use of the existing DOE job matching structure. Specifically, they hope to be able to more closely match the specifications of the employer to the characteristics of the youth, and ultimately refer fewer, better qualified youth to each participating employer.

Work Experience of Youth Under the Program and Monitoring of Worksites

The very nature of the YES Commission--an umbrella agency--combined with severe time constraints, did not allow for the collection of data on the types of employers and the types of jobs the youth received under this program last summer.

The priority in 1996 was to secure and fund jobs for economically disadvantaged youth. This year, with more time to plan for the 1997 summer program, the Commission plans to be more explicit concerning their expectations about the types of experiences they hope employers will make available to the youth. A goal of the private sector initiative will be not only to provide summer employment, but also to impart to the youth a feeling of enthusiasm in work and a heightened sense of responsibility. The Commission also expects to set up systems for both collecting data and communicating common standards for the program.

Youth not subsidized by federal funds did not receive worksite monitoring last year, again due to the time constraints and the emphasis on fundraising last year by YES. However, the YES Commission did ensure that all federal statutes and regulations governing worksites for summer youth were followed.

Private Sector Participation in IIB Program

While none of the private firms or organizations affiliated with YES participated in the JTPA Title IIB program last summer, several private firms were involved in similar activities through their LDC's, BID's, and the NYC Partnership/Chamber of Commerce. For example, the Partnership is working to expand on a pilot program begun in 1995 in which the private sector firms hiring 10 or more summer youth are providing a curriculum component in their summer program.

Best Practices/Lessons Learned

The YES Commission's success was attributable, in large part, to the efforts of New York City's most visible leaders to mobilize the public and private sectors, including the non-profit community, to identify existing, and develop new, job opportunities for the city's youth, particularly those who are economically disadvantaged. This resolve was most evident at the city's highest public office as Mayor Giuliani announced the executive order creating the Mayor's Commission on Youth Empowerment Services and charged key figures in both the private and public sectors to commit efforts to serve these youth.

From its inception, the mayor had intended for the YES Commission to become institutionalized, and not merely serve as a quick fix in response to the anticipated cut in federal IIB funds for the summer of 1996. Because New York City is so large and diverse, the creation of the YES Commission and its mechanism for serving economically disadvantaged youth, though seemingly simple in design, was an innovative response to recognized need to augment the functions of the numerous existing structures of established agencies and organizations

already providing their own employment services for youth. The focus was not to "reinvent the wheel", but to mobilize and coordinate the resources already in place. This cooperation of the many diverse groups who came to the table to work toward a common goal was crucial to the Commission's success. The role of the PPI was crucial in raising necessary funds and funneling them to the United Way mechanism for subsidizing summer jobs. Additionally, the non-profit agencies played an instrumental role in providing funds and carrying out their historical role of providing jobs for disadvantaged youth. The heightened awareness and obvious dedication of so many key leaders also enabled the many diverse groups to achieve a successful result.

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Commission on Youth Empowerment Services

Yes

Providing Employment Opportunities to New York City Youth

Honorable Rudolph W. Giuliani
Mayor of the City of New York

Honorable Ninfa Segarra
Deputy Mayor for Education and Human Services

Arnold I. Burns
Chairman

Photo: Edward Reed. Mayor's Press Office

"Improving the lives of our City's children is one of the top priorities of this administration. We are determined to provide our children with the security, the education and the opportunities they need to prosper and succeed.

On March 14, 1996, I announced the creation, by executive order, of the Commission on Youth Empowerment Services to increase the number of summer jobs and long-range programs for our young people.

In the wake of significant federal cuts to summer youth employment funding, this new Commission mobilizes both the public and private sectors -- including the for-profit and not-for-profit communities -- to identify existing employment opportunities appropriate for young people in the City, including summer jobs, part-time and full-time jobs and paid internships.

The YES Commission strengthens the City's partnership with both the private sector and not-for-profit organizations in an effort to enhance the delivery of services to New York City youth -- services that help young people grow, learn about responsibility, gain entry into the working world, make contacts and learn skills that can help them become prosperous and productive citizens."

Rudolph W. Giuliani

Honorable Rudolph W. Giuliani
Mayor of the City of New York

The YES Commission: An Overview

From Fortune 500 companies to the local corner deli, all employers have a stake in a youth employment effort that results in a better prepared and motivated workforce.

In March 1996, the Commission on Youth Empowerment Services — known as the "YES Commission" — was formed by executive order of Mayor Rudolph W. Giuliani to aggressively address the employment needs of New York City's youth.

Mission

The YES Commission is mobilizing the public and private sectors, as well as the not-for-profit community, to identify existing job opportunities for the City's youth, and to develop new opportunities, including summer jobs, part-time and full-time jobs, and paid internships. The YES Commission is seeking contributions from the private sector to subsidize these efforts. The YES Commission's immediate priority is to maximize the number of jobs for City youth in Summer 1996.

The YES Commission will also develop and implement innovative solutions to youth employment issues by collecting and analyzing information on a comprehensive basis, and coordinating the efforts of experts in education and youth services.

How It Works

Working closely with the YES Commission are United Way of New York City and the New York City Partnership and Chamber of Commerce:

- United Way of New York City is responsible for organizing and managing the placement of youth in jobs at neighborhood-based, not-for-profit organizations. United Way has also committed to fund approximately 400 Summer 1996 jobs with $400,000, which comes with a matching challenge to other donors. United Way will assist in forming, and work closely with, an advisory committee of community leaders who will advise the Commission on the selection of agencies where the young people will work.

- The New York City Partnership and Chamber of Commerce is identifying and developing jobs in the private sector and is matching youngsters with those jobs

The YES Commission is also coordinating the youth employment efforts of such public sector partners as the New York City Department of Employment, the New York State Department of Labor, the New York City Housing Authority, and the New York City Board of Education, as well as the Office of the Mayor.

Get Involved! Just Call 212.NYC.YES1...

...to underwrite summer jobs for our City's youth by making a tax-deductible contribution to the YES Commission.

...to put New York City's young people to work at your company in Summer 1996.

At a Glance... Young People and Employment

- In 1995, the unemployment rate for New York City's youth was 55% above the national average.

- The percentage of 16 to 19-year-olds employed in New York City has steadily decreased since 1987. Although more youths are unemployed, fewer are actively seeking work — an indication that the lack of job opportunities is demoralizing our young people.

- Young people without professional, social or family contacts often remain isolated from job networks and never gain access to the informal recruitment channels that many employers depend upon.

- When young people don't get a positive start in the workforce, they often never recover from their initial disillusionment. Eventually, many of them join the chronically unemployed who strain the limits of the City's financial and social service resources, and the criminal justice system.

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Sanford I. Weill
Chairman & CEO
Travelers Group

* Ex-Officio

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"Our goal is simple: to get our youth ready for and into jobs. To achieve that goal, we are harnessing the talents and resources of City and State agencies, private companies, and not-for-profit organizations. If you are not yet involved, we welcome and urge your participation. As for why we're doing this, you need only remember your first work experience. The fact that you <u>can</u> is your answer."

Arnold I. Burns
Chairman, YES Commission

"I care about the future of the City. Young people reach a crossroads in life. A good first job experience can be a signpost that directs them down the better road. Like most employers, we are less interested in a young person's specific job skills than we are in making sure that the young person knows <u>how</u> to work."

Bernard H. Mendik
Chairman, The Mendik Company

"If our nation is to prosper, we must do everything we can to nurture the workforce of tomorrow!"

Sanford I Weill
Chairman and CEO, Travelers Group

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Working Together With

UNITED WAY OF NEW YORK CITY

SUMMER JOBS

NEW YORK CITY PARTNERSHIP AND CHAMBER OF COMMERCE SUMMER JOBS '96

The Mayor's Commission on Youth Empowerment Services is an authorized program of New York City Public/Private Initiatives, Inc.

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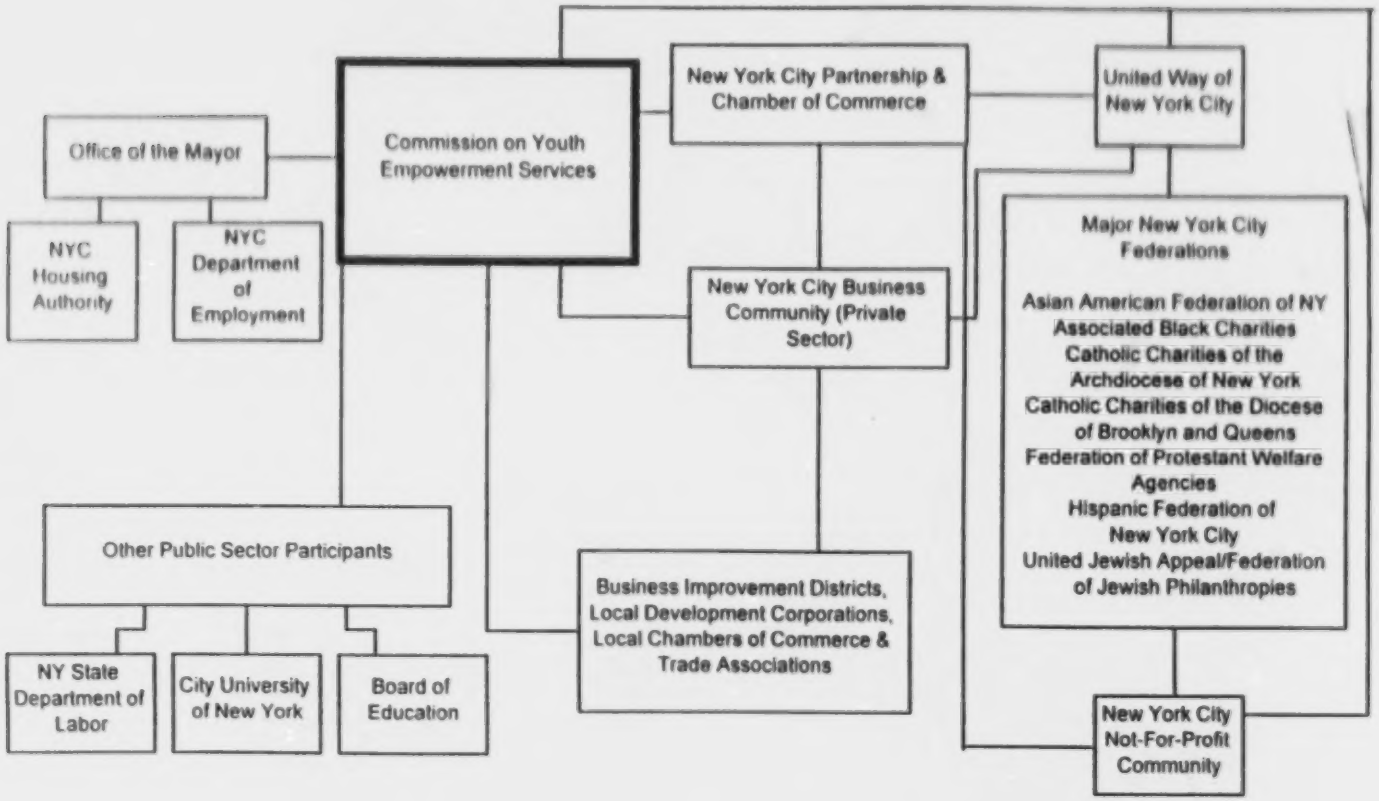
1996 New York City Summer Youth Employment Initiative


Office of the Mayor
NYC Housing Authority
NYC Department of Employment
Commission on Youth Empowerment Services
New York City Partnership & Chamber of Commerce
United Way of New York City
New York City Business Community (Private Sector)
Major New York City Federations
Asian American Federation of NY
Associated Black Charities
Catholic Charities of the Archdiocese of New York
Catholic Charities of the Diocese of Brooklyn and Queens
Federation of Protestant Welfare Agencies
Hispanic Federation of New York City
United Jewish Appeal/Federation of Jewish Philanthropies
Other Public Sector Participants
NY State Department of Labor
City University of New York
Board of Education
Business Improvement Districts, Local Development Corporations, Local Chambers of Commerce & Trade Associations
New York City Not-For-Profit Community

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Summer Jobs for Alexandria Youth
Alexandria, Virginia

Overview

Since 1991, the Summer Jobs for Alexandria Youth (SJAY) program has helped economically disadvantaged youth obtain private sector summer employment. During the summer of 1996, 101 youth were hired in nonsubsidized jobs where the employer paid the wages. Sixty-nine employers participated in the program by hiring youth, providing monetary contributions, or donating in-kind services.

All 1996 youth participants were economically disadvantaged (i.e., met poverty guidelines or had a family income of no more than $35,000 gross). More than half of the youth (57 percent) were between 18 and 21 years of age. One-third were between 16 and 17 years old, and the remaining 10 percent were 15 years old. The large majority of the youth (81 percent) were African American. Hispanics comprised the next largest ethnic group at 10 percent. Five percent were white, and 4 percent were Asian. Sixty-two percent of the youth were female.

Sixty-seven of the participating employers hired youth for nonsubsidized positions, two provided monetary contributions, and one provided an in-kind printing service for program administration. Fifty-four of the employers were private, for-profit firms, 10 were nonprofit organizations, and 5 were government agencies. Smaller and larger for-profit employers were equally likely to participate, with 23 having less than 25 employees, and 26 with more than 100 employees. The 69 employers represent four industries: technology, hospitality, retail/finance, and light industry.

SJAY accounts for 39 percent of the Alexandria youth employed through Alexandria's 1996 summer youth employment programs. The other 61 percent were employed through Alexandria's Title IIB-funded program.

In 1995, the SJAY program was recognized by the Secretary of Labor for its excellent participation rate of private sector employers. The success of the SJAY program led to the creation of a year-round private sector youth employment program simply called Jobs for Alexandria Youth. This program began in the fall of 1996, with 27 employers and 40 youth participants. Approximately 20 youth were 1996 SJAY participants.

The program serves the community of Alexandria, Virginia. Located six miles south of Washington, DC, this city of approximately 117,000 has a healthy economic climate with a jobless rate of 4.2 percent and a per capita income in 1994 of $35,333, which is roughly $13,000 higher than the state's and national figures. However, the largest employer in the city is the Federal Government. Thus, the community has felt the pressures of government downsizing, with the private sector absorbing many of those who have lost their jobs. Given this environment, the involvement of private sector employers in the SJAY program is even more impressive.

Representatives from two employers, Charter Printing Services, Inc., and the American Medical Women's Association, were interviewed for this case study. Charter Printing is a printing firm with approximately 65 employees. The firm hired one youth for the 1996 SJAY program. The American Medical Women's Association is an association of women physicians and medical students. The Association hired three SJAY participants in 1996 to help its staff of 20.

Program Management and Funding

The SJAY program is managed by the Alexandria Office of Employment Training (OET), Alexandria's JTPA agency, and supported by a coalition of community organizations. The program is Alexandria's own, and is not associated with the two-county Alexandria/Arlington SDA. The coalition includes the Alexandria City Council, the Alexandria Chamber of Commerce, and the Alexandria Commission on Employment (ACE), a 13-member advisory board of business persons and citizens that also serves as the Alexandria portion of the SDA's private industry council.

The SJAY program began in 1991 as a quick response to a cut in funding for the Title IIB program, which left many youth applicants without summer employment opportunities. To ease the job shortage, the director of OET and the chair of the ACE approached private businesses to hire youth. This pilot effort with the private sector involved four employers and six youth.

Over the next few years, the program's success grew dramatically. During the summer of 1994, the number of employers participating increased to 16, and the number of youth employed rose to 37. In the summer of 1995, both the number of employers and youth participating in SJAY more than doubled, to 52 employers and 75 youth. For a few youth, these summer jobs turned into a permanent part-time position. The dramatic success of the SJAY program was due, in large part, to new leadership at OET and the development of the coalition of principal partners.

In 1992, the current director of OET, Ronald King, was hired. Mr. King worked to move the SJAY program from a pilot effort to a permanent program by formalizing partnerships between the program and key partners in the business and political communities. The first step was working with the ACE to gain the support of the City Council. Political support was seen as a key ingredient in the effort to persuade businesses to participate in the SJAY program. Political support sets the tone for the program by conveying the message that it is important to the community. It also provides credibility and visibility to the program. Mr. King, along with members of the ACE, briefed the Mayor and the Council members on the need for the program in the community and gained their support.

The next step was securing the support of the leadership of the Chamber of Commerce. Mr. King had already worked with the president of the Chamber in his role as head of the Title IIA program. Now he asked for and received the Chamber's support of the SJAY program.

In 1994, as testament to the emerging legitimacy of the program, the City Council began setting targets for the number of youth and employers participating in the program. The Council's targets for 1994 were 25 employers and 50 youth. In addition, a subcommittee of the ACE was formed to serve as the planning board of the SJAY program. The SJAY subcommittee includes staff from OET, the president of the Chamber, and several members of the ACE.

The SJAY program was not able to meet the City Council target for participating employers in 1994. This was attributed to the absence of a full-time coordinator and limited staff devoted to working with the private sector program. It was recommended to the City Council that a coordinator position be established. As a result, the City Council approved the creation of a full-time coordinator position. Lori Blake was hired as the coordinator in 1995. (Her title was later changed to "program administrator".) Since 1995, the SJAY program has exceeded the Council's targeted goals.

OET staff take lead responsibility for soliciting employers, recruiting youth, conducting pre-employment training, and monitoring and following up with youth and participating employers. The coordinator relies on a staff of 13 to carry out these activities. The staff includes an assistant to the coordinator, a secretary, two volunteers, and nine youth advisors. Eight of the nine youth advisors are seasonal staff working during the spring, summer, and into the fall. The ninth youth advisor works year-round with the youth employment programs. Since the target population for the SJAY program is the same as that for the IIB program, there are no separate youth recruitment, intake, assessment, and training activities for the two programs. All youth advisors help with these activities. However, four of the advisors assume primary responsibility for monitoring SJAY youth participants and following up with SJAY employers. The two volunteers assist with the solicitation of employers.

Because most youth-related activities include youth who will go on to the IIB program, many of the SJAY staff positions are funded with a mixture of IIB and non-IIB funds. However, activities exclusive to the SJAY program such as recruiting private sector employers, monitoring SJAY youth participants, and following up with employers, are not paid for with IIB funds. The City of Alexandria provides funds to cover these activities. In 1996, the City of Alexandria provided $100,487 for the SJAY program. In addition, the Citizens Bank of Alexandria contributed $250; Jones Communication, a local cable TV carrier, contributed public service announcements for the program; and A.S.A.P. Printing and Mailing Co. provided a free printing job for program materials.

Once on board, the primary role of the coalition members is to make the SJAY program visible to the business community and help the OET staff enlist the support of employers. In addition, the partners are involved with the pre-employment training of youth and overall planning for the SJAY program.

Enlisting Employers to Provide Job Openings

"I think that it will always be a mission and goal of the program to get the word out--if we can get the word out, we can get youth employed". As noted here by Ms. Blake, the coordinator, what is crucial to increasing the number of youth employed is making employers aware of the program. The SJAY staff rely on a variety of techniques to get the word out to employers. Yet the message is clear and consistent. The message is that employing youth is good for business, good for the youth, and good for the community. Program brochures read "these workers can help maintain your bottom line and fill personnel gaps during summer months" and "...someone gave you a chance. Now it's your turn." In addition, the SJAY promotional literature includes information regarding pre-employment training, screening, and follow-up activities to reduce any reluctance a prospective employer might have toward hiring a youth.

Although the SJAY staff take on the most of the recruiting work, they rely on influential people in the coalition, such as the mayor, City Council members, members of the ACE, and the president of the Chamber of Commerce, to "sell" the program. The staff rely on these individuals to act as spokespersons for the program, giving it visibility and credibility. Prominent spokespersons in the political and business communities make it easier for SJAY staff to approach employers and increase the likelihood of their participation.

The SJAY job solicitation campaign typically begins in March. A goal of the program is to provide youth with a job opportunity that they would not normally have. Therefore, recruiting efforts target employers in industries that might provide challenging opportunities. In 1996, four industries were targeted: technology, retail/finance, hospitality, and light industry. Employers in the technology industry are particularly desirable because their jobs might offer youth the opportunity to work with computers.

The leadership of the Chamber of Commerce works with SJAY staff to identify Chamber members that fall into the four targeted industries. A packet of materials about the SJAY program is sent to the heads of selected firms. This packet includes a letter from the mayor and the president of the Chamber urging their participation, a brochure about the program, (Exhibit A), a question and answer sheet for employers, and newspaper articles about the program. SJAY volunteers then engage in a telemarketing campaign to follow up the mailing. In 1996, more than 350 employers were called.

SJAY staff and members of the coalition attend Chamber of Commerce breakfasts and other Chamber functions to describe the program and solicit employer participation. In addition, SJAY staff include an insert describing the program in a monthly newsletter sent to Chamber members. Mr. King asked members of the ACE and the City Council to constantly "talk up" the program at various functions.

Not all businesses in Alexandria are members of the Chamber of Commerce. Therefore, program staff engage in other activities to enlist employer participation. The local cable TV station runs public service announcements. Members of the OET write press releases for the program. Mr. King added that staff put "leather to the pavement" and meet employers personally seeking employer participation. Mr. King sensed that smaller employers were generally more receptive to the SJAY program because it provides them with an avenue to potential workers without having to expend their own funds for personnel advertising.

Once interested employers are identified, the program coordinator follows up with each to discuss the program in more detail and determine the employer's needs. The program does not have any requirements for employer participation other than following child labor and minimum wage laws.

In addition to getting the employers on board, SJAY works hard to keep them on board. One of the strengths of the SJAY program is the close relationship between the program staff and participating employers. Mr. King emphasized, "We have two customers here, the employers and the youth." Therefore, attention must be paid to both. The SJAY staff routinely follow up with employers to monitor the performance of the youth. In addition, employers are asked to evaluate their SJAY experience at the end of the summer, and are formally recognized at the end of the summer with a reception at City Hall that includes a salute from the mayor and certificates of appreciation. (The 1996 recognition agenda is shown as Exhibit B.) Close to half of the 52 employers who participated in the 1995 SJAY program returned for the 1996 program. The majority of employers who did not participate again cited a lack of funds or no summer employment needs as the primary reasons for this decision.

Recruitment of Youth

While the coalition of principal partners plays an important role in getting the word out to employers, it is the OET staff that take on the responsibility of recruiting youth. In May, OET staff begin recruiting youth for the summer youth employment programs. Like the Title IIB program, the target population for the SJAY program is economically disadvantaged youth. Therefore, there are no separate recruiting techniques or channels for the two programs; recruited youth represent a single pool for both programs.

With a few exceptions, SJAY staff generally restrict SJAY participation to youth 16 to 21 years of age, whereas the IIB program accepts youth aged 14 to 21. OET staff decided to restrict SJAY participants to youth aged 16 and above to eliminate the need for work permits, which might make private sector employers hesitant toward participating in SJAY. The few 15-year-olds who get a private sector job typically demonstrate exceptional maturity, or were requested by the employer.

OET staff work closely with organizations and individuals with access to youth. Chief among these is the local high school. The school's head of guidance passes along recruiting

materials to youth who qualify for free or reduced-price lunch. In addition, the school permits the OET staff to set up tables with summer employment flyers and applications at lunch time.

The coordinator enlists the help of staff at other government agencies that work with disadvantaged youth or their families to pass along recruiting materials. In addition, the coordinator sits on Alexandria's Youth Coordinating Council, which includes representatives of agencies that work with youth in general. The coordinator enlists the help of Council members in this effort as well. OET staff also work with directors of recreation centers. In Alexandria, only youth of a particular age group can access the recreation center at a particular time. The recreation directors permit OET staff to set up tables with flyers and applications during the times that youth aged 16 to 21 have access to the center.

Other typical recruiting efforts include posting flyers in community centers and churches, and mailing flyers to past IIB and SJAY participants. In 1996, the coordinator was interviewed about the program on a local radio station during a program geared for teens.

The success of the 1995 program was itself a powerful recruiting tool. The OET staff made no change in their recruiting activities between 1995 and 1996. However, in 1996 there were 100 more applicants for the summer employment programs than in 1995. The coordinator attributed this increase to the reputation of the SJAY program. The coordinator noted that the 1995 SJAY participants spread the word about the program. They told other youth about the better earning potential of a private sector job, the challenging work, and the chance that a summer job might turn into a permanent part-time position.

All youth, regardless of whether they go on to a IIB or private sector job, must submit an application and attend two 2-hour sessions of pre-employment training and orientation. Much of the application calls for information about previous job experience, skills, and employment areas of interest. Applicants must submit documentation for family income, residency, citizenship, and bring a picture ID and Social Security card. Youth advisors then meet with the applicant for an intake interview to review the application. If the applicant does not meet the income criteria, the advisor notifies the youth that he is ineligible for the city's summer youth employment programs. For youth who are eligible, the advisor will review the IIB and SJAY programs with the youth and answer any questions, discuss the youth's job interests, and assess the applicant's verbal and interpersonal skills.

Pre-Employment Training and Orientation of Youth

The coordinator stressed that SJAY "operates solely on reputation." Therefore, it is important to send the employer qualified applicants whose skills and interests match the employer's needs. However, it is equally important to send youth to employers who are dependable and prepared to work in the private sector. As a result, pre-employment training is crucial to the success of the program.

The coordinator suggested that the duration of the training session can be as important as the content. The two 2-hour training sessions permit the staff to observe the youth over time. The coordinator added that it is important "to see some consistency with the youth before you can feel comfortable as an agency referring these youth" to employers. Finally, the coordinator noted that all youth benefit from good pre-employment training; therefore, it is not restricted to those likely to get a private sector job. Even if a youth does not get a summer job, at least the training experience gives the youth skills that will help him or her get a job on his own. As Ms. Blake put it, "Instead of giving them the fish, we want to teach them how to fish."

While OET staff are responsible for most of the pre-employment training, the ACE and the Chamber of Commerce also become involved. The OET staff conduct the first of the two training sessions. The staff conducted approximately 20 pre-employment training sessions for the 1996 SJAY program. The first training sessions are held at sites throughout the city that are convenient for youth, such as local recreation centers and libraries. Members of the ACE and the Chamber of Commerce lead the second training session, called "Job Prep Day". This is a large training session that youth aged 16 to 21 must attend. The session is held at a high school. Youth are rotated through several workshops during the course of the session.

Training sessions focus on teaching youth practical skills needed to gain employment and keep a job, and on promoting behavior that reflects individual responsibility and self-discipline. The training sessions cover topics such as resume writing, interviewing skills, how to complete an application, and employer expectations. In addition, participants engage in activities such as mock interviews with peer evaluation, fill out a sample application, and watch a video on youth employment entitled "*Would I Work for Me?*" All youth receive a handbook that contains information such as appropriate work attire, personal hygiene, employee responsibilities, payroll deductions, problems on the job, and job termination and resignation.

The coordinator recommends including a variety of different activities in training sessions. Activities such as mock interviews, peer evaluation, and watching a video are likely to hold a youth's attention more than a lecture-style approach. In addition, working in small groups may spur more youth participation. The coordinator also recommends holding training sessions close to interview dates so youth retain the information provided and enthusiasm for the program.

The coordinator is considering some changes in the pre-employment training program for 1997. First, the coordinator wants to reemphasize to the youth that they are representatives of Alexandria's employment programs, and their performance reflects on OET as well as themselves. Second, the coordinator wants the staff to complete a resume with youth during intake. In the past, youth were encouraged to do so but it was not mandatory. One employer representative interviewed for this report underscored the importance of resumes. Third, there will be more mock interviews in smaller groups. Finally, the coordinator would like to bring in more business people to speak with the youth about what to expect on the job.

Matching Youth with Job Openings

All 67 private sector employers who hired youth provided the SJAY staff with verbal specifications for their job openings. Five employers also provided the program with written specifications. The SJAY staff used this information to fill out a job request form. The form includes a description of the job, its beginning and ending dates, hourly pay, hours per week, and information about an on-site supervisor. Most employers did not require that the youth have previous job experience or have certain skills. Fifteen of the 67 employers required that the youth have previous job experience, and 15 specified certain skills that the youth must possess. Approximately 93 percent of the employers required that youth be ages 16 and older, and 42 percent specified certain personality traits needed for the job, such as maturity or clear speaking.

An innovative feature of the SJAY program is the interview day. Introduced in 1995, the interview day is structured like a job fair. Youth aged 16 to 21 who complete the pre-employment training may attend the interview day, which is held at a high school. Youth come prepared to be interviewed by participating employers. Because it is set up like a job fair, where youth are free to visit and interview with any of the participating employers, there is no matching of the youth and employers. In 1996, 24 employers participated in this event.

The interview day provides employers with an opportunity to interview many youth. Ms. Blake described the experience of one employer who came to the interview day with the intent of hiring one youth for the summer. However, after interviewing several youth, the employer decided to hire three youth for the summer. The event also provides youth with an opportunity to learn about a variety of employers in the local area.

For the remaining private sector positions, youth are subject to a careful evaluation. The SJAY staff review the job skills and interests of the youth, the results of the youth advisor's assessment, and any other relevant information about the youth gleaned from the training sessions. If a youth has skills and interests that match the needs of the employer, and the staff feel that the youth is prepared to work in the private sector, the youth will be scheduled for an interview at the employer's place of business. Typically, the SJAY staff prefer to send four youth to interview for each job opening. The coordinator wants to offer the employer a "sampling of youth" from to choose.

The SJAY staff are committed to making this first impression a good one. In addition to carefully selecting which youth will to go to an interview, the staff will drive the selected youth in a city vehicle to the job interview to ensure the youth gets to the interview on time. Program staff will provide the youth with bus tokens to get home from the interview.

Youth who are not hired in a private sector position may try to get a job through the IIB program. However, federal funds are limited, and there are more applicants than jobs available for the IIB program. In 1996, nearly 200 applicants for the summer employment programs could not be employed due to a shortage of funds.

Work Experience of Youth Under the Program and Monitoring of Worksites

Of the 67 employers who hired youth, 50 hired one youth each for the summer. Sixteen employers hired between 2 and 5 youth, and one employer hired 6 to 10 youth. The majority of these matches worked well; just one in six youth dropped out of the program before completing their summer employment.

SJAY participants were paid an average of $5.00 per hour. However, the hourly wage ranged from $4.25 to $8.00 per hour. Participants worked an average of 20 hours per week for an average of 8 weeks. The largest number of youth were hired for clerical positions. Other participants worked in retail sales, food service, child care, construction work, grounds landscaping, building maintenance, car maintenance, health services, and in the media and cable industry.

During their work experience, each SJAY participant is assigned to a youth advisor. Each youth advisor is responsible for approximately 25 youth. The youth advisor contacts the youth's supervisor every other week to review the performance of the youth. A youth advisor might visit the youth at his worksite if the employer permits this. The advisor documents the youth's performance including problem areas. This information is kept on file at OET, and used during the screening process for the next year's SJAY program. In addition, the youth advisor follows up with the youth throughout the summer.

If the youth or the employer is having a problem with the employment experience, they are to contact the youth advisor or the coordinator immediately. Routing all problems through the SJAY staff minimizes disruptions on the job and ensures that problems are handled in an appropriate manner. For example, Ms. Blake described a situation where an employer was having a problem with a youth talking on the phone excessively. The employer contacted Ms. Blake, who then brought the problem to the attention of the youth's mother. The mother offered to speak with the youth. As a result, the youth cut back on her telephone use and was able to successfully complete her summer employment. If an employer is extremely dissatisfied with the performance of a youth and problems cannot be resolved, the SJAY staff will try to provide the employer a chochoice of other candidates. There is never an effort to persuade an employer to keep a youth with whom he or she is dissatisfied.

If a youth fails to uphold his responsibilities as an employee, he or she may be terminated from the SJAY program. If a youth is terminated, he or she will not be permitted to participate in the SJAY or year-round private sector employment programs. However, the youth may participate in the IIB program. Both employer representatives interviewed were quick to compliment the SJAY staff for their monitoring and follow-up work throughout the summer.

The skills that SJAY participants learn during their summer employment will vary by their job. However, it is clear from the interviews with the employer representatives that SJAY participants are not engaged in "make work." For example, the youth hired by Charter Printer

was responsible for administrative tasks such as filing, answering the phones, and some data entry.

At the American Medical Women's Association (AMWA), three youth were hired to fill clerical positions. Each youth was assigned to a mentor and learned skills specific to their mentor's position. One youth was assigned to the manager of membership development and sat in on meetings with vendors. Another youth worked with the special projects coordinator and helped with research activities and translating. The third youth was assigned to the office manager and learned word processing packages and accounting skills. The youth were evaluated candidly at the end of the summer by their mentors. The AMWA representative summed up her organization's view: "I want a person to walk away [from this experience] with something that can help with their future."

The SJAY experience can offer youth more than a chance to learn occupational skills. The AMWA representative observed an increase in the participants' self-confidence, respect for adults, and individual responsibility. In addition, the experience at AMWA has inspired one youth to plan to attend medical school.

At the end of the summer, participating youth and employers are asked to complete a customer satisfaction survey of the program. The representatives from Charter Printing and AMWA indicated that they were pleased with the program, thought the staff did an excellent job, and will participate in the SJAY program again.

Private Sector Participation in IIB Program

SJAY's involvement with the IIB program has been described in their report.

Best Practices/Lessons Learned

The coordinator repeatedly pointed out that "the community has embraced the program." This community spirit stems from the following successful practices:

- The SJAY program is supported by a strong coalition of influential business and political leaders. These leaders do more than just lend their names to the program. They actively participate in program planning, the solicitation of employers, and the training of youth. With the help of coalition members, the program has gained a prominent place on the community agenda.

- Participating employers are not on their own. The SJAY staff maintain close relationships with participating employers throughout the summer. The program staff routinely contact employers to discuss the employment experience, including the performance of youth and any problems. In addition, the staff values feedback from the employers.

- Participating employers are honored at the end of the summer with a formal reception. The coalition members and the SJAY staff understand that employers are giving something of themselves when they participate in this program. Employers spend their own funds to employ youth, and put their trust in the program staff that the experience will be a successful one. The coalition and staff want to recognize these actions and show their appreciation.

- The OET director noted that private sector programs such as the SJAY program "must deliver what they promise." The SJAY staff work hard to deliver on the program's promise of youth trained and motivated for private sector employment, and employer support throughout the summer. Devoting sufficient staff to the program is critical to keeping this promise.

Contact:

Lori Shreve Blake
Program Coordinator, Youth Employment Programs
2525 Mount Vernon Ave, Unit 7
Alexandria, VA 22301
Phone: (703) 838-0940
FAX: (703) 838-0723

Exhibit A.

Stop!

We're right here
in your own
back yard!

Summer Jobs
for
Alexandria Youth

Summer Jobs for Alexandria Youth
Office of Employment Training
[illegible] Mount Vernon Avenue
Alexandria, Virginia 22301

Remember your first summer job?

Perhaps you worked as a cashier or a clerk. Maybe you were a lifeguard or a laborer. Whatever the job, someone gave you a chance. Now it's your turn to give something back.

Summer Jobs for Alexandria Youth is a growing effort designed to strengthen the partnership between Alexandria's businesses and schools to provide young people ages 16 to 21 with learning and employment opportunities.

Summer Jobs for Alexandria Youth helps youth focus on learning and working. It reveals a world of opportunities as our youth begin to think about their careers. By participating, your business or organization can help students translate their classroom knowledge into workplace skills and thus you will be investing in our community's future!

Give a young mind a chance to grow and an opportunity to work. In doing so, our youth can discover that learning and earning are keys to the American dream. Your support of **Summer Jobs for Alexandria Youth** will benefit you and our community for many years to come. Hire one young person this summer ... or two ... or three.

Good for Alexandria's Youth!

Summer Jobs for Alexandria Youth is an opening to a new world – where youth can learn the relevance of education, the accountability and responsibility of work, and gain a check to prove it!

Summer Jobs for Alexandria Youth helps to prepare our community's students for today's real world by offering classes connecting basic skills to job skills, a pivotal link between learning today and earning tomorrow!

Good for Business!

Whether your business is *For-Profit* or *Not-For-Profit*, **Summer Jobs for Alexandria Youth** provides a supply of enthusiastic and motivated youth who are ready to work. These workers can help maintain your bottom line and fill personnel gaps during summer months. Also, our program enables businesses to invest in the future by giving students access to a real work experience that will strengthen the skills already learned in the classroom.

Sponsored by:
Alexandria City Council
Alexandria Commission on Employment
Alexandria Chamber of Commerce

Here are some of the community participants in last year's program:

Alexandria Chamber of Commerce

Alexandria Police Camp

ASAP Printing & Mailing Co.

Central Fidelity Bank

City of Alexandria

Columbia Capital Corporation

Envelope Manufacturers Assoc. of America

William D. Euille and Associates

Family Reader Services

Fuddruckers

Jones Intercable

Mark Mooney Corporation

Minute Man Press

National Association of Convenience Stores

Printing Industries of America

Ramada Hotel

RF & P Corporation

The Alexandria Gazette Packet

The Alexandria Journal Newspaper

The American Board of Certification Assoc.

Tisara Photography, Inc.

Dr. Steve Trauben

For more information about **Summer Jobs for Alexandria Youth** please contact the Office of Employment Training (703) 838-0940 or return this form to:

Summer Jobs for Alexandria Youth
Office of Employment Training
2525 Mount Vernon Avenue
Alexandria, Virginia 22301

FAX: (703) 836-2355

- ❑ Please contact me immediately! I'd like to know more about **Summer Jobs for Alexandria Youth.**
- ❑ We are interested in hiring _____ youth(s) this summer.
- ❑ We would like to pledge a contribution of $ _____

Name _____

Business/Organization _____

_____

Address _____

_____

Phone _____

Fax _____

The best time to contact me is

_____

BEST COPY AVAILABLE

Exhibit B.

1996 SUMMER JOBS FOR ALEXANDRIA YOUTH RECOGNITION CEREMONY AND RECEPTION

Tuesday, September 24, 1996
Alexandria City Hall
301 King Street, Room 2000
6 p.m - 7:30 p.m.

City Council

Kerry J. Donley, Mayor

Redella S. Pepper, Vice-Mayor

William C. Cleveland, Councilman

William D. Euille, Councilman

Lonnie C. Rich, Council Member

David G. Speck, Councilman

Lois L. Walker, Council Member

Vola Lawson, City Manager

Alexandria Commission on Employment

Commissioners
John Williams, Chair
Beth Fujishige, Vice Chair
Robyn Fitzgerald
Vanessa Hardee
Lindsay Hutter
Phyllis Mariam
Stefanie O'Rourke
Mary Ann Ormes
Patricia Ortego
James Shank
Gregory Wade
Berri Wells

Department of Human Services Staff

Suzanne T. Chis, Acting Director
Department of Human Services

Mark Horowitz, Special Assistant
to the Director, Department of
Human Services

Jack Powers, Director
Division of Community Programs

Ron King, Director
Office of Employment Training

Lori Shreve Blake, Coordinator
Youth Employment Programs

I.	Welcome & Introductions	John Williams, Chair Alexandria Commission on Employment
II.	Report of 1996 SJAY Program	Beth Fujishige, Chair ACE Subcommittee Summer Jobs for Alexandria Youth
III.	Business Testimonials	Tangie Newborn, Manager Membership Development American Medical Women's Association Dennis McKinzey, Owner Pretzelmaker
IV.	Student Testimonial	Karla Chacon
V.	Business Partnerships	Kathleen T. Snyder, President & CEO Alexandria Chamber of Commerce
VI.	Salute & Recognition of Honorees	Mayor Kerry J. Donley
VII.	Remarks	Ron King, Director Office of Employment Training
VIII.	Adjournment	John Williams, Chair Alexandria Commission on Employment

YouthWorks '96
Baltimore, Maryland

Overview

Baltimore is a city of approximately 730,000 population. Formerly a major manufacturing area, Baltimore has become a city in which white-collar employers predominate, with most of the city's employment concentrated in services, trade, and government. Like other urban centers, Baltimore has been experiencing a net loss of population and jobs in recent years. In 1995, the city's unemployment rate was 8.3 percent, well above the national average.

The city of Baltimore has a long-standing record of enlisting the support of the private sector in providing summer employment for disadvantaged youth to supplement jobs funded under Title IIB of JTPA. "YouthWorks '96" was the most recent in a series of annual community-wide initiatives to secure summer jobs for the city's youth that have been undertaken in Baltimore since 1982.

In 1996, the program placed 1,277 youth in nonsubsidized summer jobs that supplemented the 3,294 jobs funded under IIB. Of these nonsubsidized jobs, 607 were provided by private employers[2] and 425 by public sector employers. The remaining 245 were positions in local government agencies paid for by private donations.

It is estimated that 95 percent of the youth hired for these nonsubsidized jobs were economically disadvantaged, based on their eligibility for the national school lunch program. Approximately 90 percent were African American, almost all were either 16-17 (62 percent) or 14-15 (31 percent) years old, and 60 percent were female. They were employed in a wide range of occupations, with the largest number working in office/clerical, restaurant/food service, and recreation/camp/playground jobs. As a result of a careful process of screening, pre-employment training, and job matching, it is estimated that only 10 percent of the youth drop out of the program before completing their summer employment.

Approximately 150 Baltimore employers participated in the program. The large majority (75 percent) provided jobs, and others either made monetary contributions (22 percent) or volunteered staff services or other in-kind contributions (3 percent). Of those employers who hired youth, 90 percent hired one young person. However, three large employers--two city agencies (the Public Works Department and the Public Schools) and a private catering firm (Martin's Caterers)--each hired over 100 youth this summer under the program.

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[2] This figure actually understates the success of Baltimore's job solicitation campaign. A total of 1,176 job openings were developed from the area's private employers. However, all could not be filled because of skill mismatch, age requirements, transportation problems, and other factors.

The most striking characteristic of the Baltimore program is that it is a community-wide effort led by the mayor and the city's business and civic leaders, involving the participation of private and public employers, the media, church groups, and individual citizens in a coordinated effort to directly provide or to fund summer employment for the city's disadvantaged youth.

Two employers that hired youth in nonsubsidized summer jobs under YouthWorks '96 program were interviewed for this report: the Good Samaritan Hospital, a for-profit hospital, and the University of Maryland at Baltimore (UMAB), a state university. Good Samaritan hired 10 youth to work in the hospital's housekeeping and food service departments and to serve as patient escorts. The University employed 20 youth, most of whom worked in clerical occupations.

Program Management and Funding

The basic pattern for Baltimore's nonsubsidized summer employment program was established in 1982 when, faced with substantial reductions in the JTPA summer employment program, Mayor William Donald Schaefer and then-SDA director Marion Pines convened the city's civic leaders and enlisted their support for a community-wide summer jobs campaign. A key component of the current Baltimore program--the Baltimore City Foundation--was formed as part of this initial effort. The Foundation, a 501(c)(3) nonprofit corporation, provides a vehicle for firms and individuals to make tax-exempt financial contributions to Baltimore's annual summer jobs campaign.

Important lessons were learned in this initial experience. Business leaders proved to be effective in gaining job pledges. However, many of these pledges failed to materialize in the form of actual job orders. Future campaigns retained business-to-business job solicitation but required that pledges include job descriptions and other hiring specifications, and provided for staff followup on the pledges in order to arrange for concrete job orders.

While summer jobs campaigns have continued in Baltimore since 1982, the program received new impetus in 1996 when the city faced the possibility that Congress would not fund the JTPA summer program. In February 1996, Mayor Kurt L. Schmoke met with the city's leadership and called upon them to form a coalition that would carry out the 1996 summer employment campaign, YouthWorks '96. Leaders were designated from each of seven segments of the community: business, nonprofits, city agencies, health and hospital, foundations, media, and religious organizations. With the assistance of SDA staff, this core leadership group developed plans for each of their segments of the community, with specific goals and timetables for implementation. The goals included a targeted number of job openings to be secured. A periodic newsletter documented progress achieved (see sample in Exhibit A) and the mayor hosted a mid-campaign meeting to evaluate progress.

Thus, the key players in managing YouthWorks '96 were the mayor, community leaders, and SDA staff. The mayor's role was critical. As Assistant SDA Director Karen Sitnick noted: "The mayor's visibility helped to crystallize the campaign for all segments of the community." He held followup meetings, attended fund-raising events, taped public service announcements,

and featured summer jobs on his talk show and in his news conferences. SDA staff were assigned to each of the segment leaders. Working as teams, the segment leader "opened doors" to job openings through telephone and mail solicitation and SDA staff followed up by further developing the openings and hiring specifications. SDA staff were fully responsible for recruitment of youth and matching them with job openings, as well as providing pre-employment orientation.

The program was staffed by three SDA personnel; two hired to work on the program full-time during the spring and summer months, and one year-round SDA staff person. Twelve community leaders worked, on a volunteer basis, part-time during the spring and summer as segment leaders and in other capacities.

The budget for YouthWorks '96 was $125,600: $120,000 in JTPA Title IIB/C funds for SDA staff assigned to the program, and $5,600 in cash and in-kind contributions made through the Baltimore City Foundation to cover expenses for the end-of-summer appreciation and awards program, solicitation materials, postage, and leadership breakfast meetings with the mayor.

Enlisting Employers to Provide Job Openings

SDA staff emphasize that enlisting the participation of Baltimore's employers in the summer jobs program is a community-wide effort. As Ms. Patricia Waddell, program support specialist in the SDA observed:

> Networking and building strong partnerships in summer jobs efforts is extremely important. Summer jobs benefit the entire community and it helps when the entire community takes responsibility to create productive summer work experiences.

The mayor took the lead in mobilizing the leadership of the community. Segment leaders, in turn, utilized phone contacts, personal followup letters, and presentations at meetings of key groups (e.g. Chamber of Commerce, Greater Baltimore Committee) to solicit summer jobs and financial contributions. The media leadership team arranged for coverage of the summer jobs campaign in the press and on local TV and radio. Through the religious organizations' leadership, church members were solicited for donations. Examples of specific activities in each of these areas are cited in the project's newsletter, "Progress Notes" (Exhibit A). In addition to pledging summer jobs funded out of their budgets, city agencies asked their employees to participate in a payroll deduction plan to help fund additional positions. (See the mayor's letter to city employees, Exhibit B).

The overall job and donation solicitation effort was coordinated and staffed by the SDA. Staff prepared correspondence, handled logistical arrangements for public events and, most importantly, followed up job leads and negotiated the terms of specific openings with employers.

The Baltimore program used virtually all available channels in its jobs/funding solicitation campaign. SDA staff had the following comments on the relative effectiveness of these approaches:

- Direct mail and telemarketing. These techniques were particularly effective with employers who had previously participated in the program.

- Speakers at business meetings. Excellent for networking and developing new relationships.

- Visits to employers. Particularly effective because this is a year-round effort in Baltimore.

- Promotional literature helps support other solicitation approaches by concretely stating the need for employers' participation and how they and the community will benefit.

- Radio/TV public service announcements and articles in local newspapers help build public awareness and support for the program. Radio/TV announcements are also very effective in recruiting youth.

- Kick-off breakfast. While effective in previous years, may be a little over-used in Baltimore at this point.

- Closing ceremonies/awards for participating employers. Effective in encouraging continuing participation and commitment by employers.

While all of these approaches proved to be effective, SDA staff emphasized the importance of providing strong staff support to community leaders in utilizing each solicitation approach. Maintaining ongoing communications between the staff and the leadership team during the campaign, in addition to involving the mayor personally at key junctures to maintain the campaign's momentum, is also very important.

Both employers interviewed for this report felt that personal contacts by program staff were the most effective approach to enlisting the participation of their organizations. As Ms. Teresa Bailey of the University of Maryland at Baltimore's Human Services Department noted:

> UMAB has participated in YouthWorks...for approximately 10 years and looks forward to participating each year. YouthWorks staff contact us early in the year to discuss program strategy, our business needs, etc. This approach has been instrumental in achieving success.

When soliciting jobs, the Baltimore program does not focus on the youth's economic background. Rather, their primary message is "providing a first job opportunity" for Baltimore's young people. Helping disadvantaged youth is only a secondary message that seeks to emphasize to potential employers the limited access these youth normally have to the job market.

Mr. Luther Whiting of Good Samaritan Hospital's Human Resources Department indicated that the Hospital participated in the program primarily to encourage disadvantaged youth in the community to enhance their futures, but the Hospital was also motivated by a desire to recruit youth who might be potential permanent employees of the hospital. Ms. Bailey noted that UMAB's primary reason for participation is that "UMAB is committed to supporting programs, whenever possible, that benefit the community in which we work and serve."

An important and innovative feature of the Baltimore effort is the use of "student ambassadors." Two students who had benefitted from Baltimore's youth programs served as spokespersons throughout the summer campaign. In appearances at campaign events, they made convincing arguments to potential donors, based on personal experience, about the value of summer employment for the city's youth.

Baltimore SDA staff seek to establish strong long-term relationships with employers. As a result, employers develop a level of confidence that the disadvantaged youth referred to their summer job openings by the SDA will be job-ready. These relationships are enhanced by maintaining a continuing, year-round collaboration with the employers, through staff visits and involving them in a wide range of year-round youth programs, such as school-to-work.

In soliciting job openings, the Baltimore program requires only that the jobs pay at least the federal minimum wage of $4.25 an hour and that they meet federal and state requirements concerning the hiring of minors. The Baltimore SDA does not make a special effort to secure higher-skilled job openings. In view of the great need for summer jobs for the city's youth, the staff feel that all age-appropriate jobs should be solicited.

Recruitment of Youth

The Baltimore SDA staff do not recruit separately for the IIB and the private sector programs. All youth applying for summer employment are recruited through the IIB recruitment process. In this process, the SDA receives referrals from a network of organizations with whom it regularly collaborates: the school system, community service centers and other community-based organizations. Approximately 95 percent of the youth enrolled are economically disadvantaged. All must be city residents and between the ages of 14 and 21. The SDA experiences little difficulty in recruiting youth for summer employment; there are far more applicants than there are job openings. All methods of recruitment are utilized and have proven effective: word of mouth, public service announcements on radio/TV, announcements and distribution of applications in school, and posting notices in the community.

All youth who are recruited complete a registration form that documents their age, resident status, and family income in order to determine IIB eligibility. All students then participate in mock job interviews and complete student profile forms (copy in Exhibit C) that elicit information concerning their education, skills, and talents. Students who are 16 years of age or older and who, on the basis of the interview and student profile, are assessed by SDA staff to have a high probability of success in nonsubsidized employment are referred to the YouthWorks '96 program. This group also includes some youth who exceed the IIB income levels or are unable to supply income information. Youth referred to the nonsubsidized program then proceed to the job readiness and retention workshop.

Pre-Employment Training and Orientation of Youth

Youth who are to be referred to nonsubsidized summer employment are required to attend a job readiness and retention workshop. These workshops are limited to youth entering nonsubsidized employment; separate pre-employment training sessions are held for IIB youth.

The workshops are conducted by SDA staff and usually last 1.5-2 hours. The sessions are very intensive, covering a considerable amount of information during this brief period. The youth receive very specific and practical guidance in the following areas to help assure their readiness for work in a nonsubsidized employment setting:

- appearance (health, hygiene, grooming);
- communication skills;
- working relationships;
- handling conflicts;
- meeting employer expectations (attendance, punctuality, honesty, loyalty);
- how to quit responsibly.

The workshops are supplemented by individual coaching just before a youth is sent on a job interview.

SDA staff feel that the youth who receive the best preparation for summer employment are those who participate in one of Baltimore's year-round in-school programs funded under Title IIC of JTPA. These programs provide in-depth job readiness training in a variety of formats. Participants are given priority in referral to the YouthWorks program. One of these year-round programs is Commonwealth/ Futures, which helps prepare students for summer and, eventually, permanent employment by supplementing regular classroom instruction with additional academic support and character development, cultural enrichment, career planning, and mentoring services.

The SDA does not provide orientation or training for employers or supervisors participating in the YouthWorks program. However, all employers are provided with a brief employer handbook which outlines legal requirements related to the hiring of minors and provides advice concerning orientation of youth to the workplace and disciplinary policy. The

booklet also offers to replace teen workers who are not sufficiently motivated or productive and, on a more optimistic note, offers to help employers retain the youth for year-round employment.

In addition, staff participate in the orientations that some employers provide for supervisors of summer youth hired under the program.

Both employers interviewed for this study were satisfied that the youth referred to them by the program were job-ready.

Matching Youth with Job Openings

All of the employers who listed job openings in the nonsubsidized program provided the SDA with specifications for the youth to be referred. Age was the most prevalent requirement; all but a few employers set 16 as a minimum age requirement. Approximately 90 percent of the employers specified some form of skill requirement. These ranged from general specifications, such as good interpersonal skills, to more specific requirements, such as ability to lift 50 pounds or more or word processing skills. Approximately 80 percent of employers specified particular personality traits, such as "articulate," "punctual," and "mature." Around 40 percent of the employers required previous work experience.

SDA staff stress the importance of obtaining clear job requirements and detailed job descriptions from employers in order to ensure the best match between youth and job openings. To further enhance the matching process, employers are asked to identify on their job orders the nearest available public transportation routes.

In matching youth with job openings, SDA staff rely heavily on the student profiles completed during the registration process. This information on the youth's skills, work and volunteer experience, courses, interests, and geographic location are all used in selecting the job openings to which the youth will be referred.

Approximately 80 percent of employers interview youth before making their hiring decisions. Youth have been specifically prepared for these interviews in the job readiness workshop and are coached prior to going on the interviews. As a result of this preparation and the careful matching process, initial referrals are generally successful. Students may be sent on as many as two additional interviews. Staff indicate that it is very rare for a youth not to be hired after three interviews.

The two employers interviewed rated the program as "satisfactory" or "highly effective" in referring youth who met their hiring specifications.

Work Experience of Youth Under the Program and Monitoring of Worksites

A total of 1,277 youth were placed in nonsubsidized summer employment through the YouthWorks '96 program. Of these, 607 were hired by private employers and 425 by public agencies. An additional 245 public sector slots (431 part-time jobs) were funded by financial contributions made by 200 firms, organizations, and churches, and 500 individual citizens, in response to the YouthWorks '96 campaign. These donations paid for part-time summer jobs for 14- and 15-year-olds who were slightly over the disadvantaged income level and who, because of their age, did not meet employer hiring specifications.

Youth were hired for a wide variety of occupations. The largest number were hired in office/clerical (23 percent) and restaurant/food service (20 percent) jobs (see Table A).

Table A. Placement of youth by job category

Type of job	Percent
Office/clerical	23
Hospital, health service	2
Restaurant, food service	20
Retail sales	11
Recreation, camps, playgrounds	14
Construction work	1
Building maintenance, custodial, repair	11
Grounds landscaping, conservation	5
Libraries, museums	1
Child care	12
Other	1
Total	100*

* - Percentages sum to more than 100 due to rounding

Hourly wages for these jobs ranged from $4.25 to $7.25, averaging approximately $4.50 per hour. Youth typically worked 35 hours per week for a period of 6 weeks.

Most (65 percent) of the private firms who hired these youth were medium-sized (25-100 employees) employers; 25 percent were small employers (fewer than 25 employees), and 10 percent were large companies, employing over 100 individuals. Among the large private employers who provided significant numbers of job openings were NationsBank, Marriott Food Services, the Baltimore Sun, and Johns Hopkins University and Hospital. The wide range of medium- and small-sized employers included hospitals, pharmacies, supermarkets, department stores, shoe stores, auto dealerships, nursing homes, and fast food restaurants.

Both employers interviewed for this report felt that the youth they hired under the program in the summer of 1996 benefitted both in terms of their personal development and in thinking about their future careers. Ms. Bailey of UMAB felt that the youth who worked at the University learned that "regular and punctual attendance are key to success in the workplace" and acquired specific skills in computers, typing, filing and providing general office support. Further, in terms of career planning:

> Students are matched with mentors who have established careers in the fields in which students have expressed interest. These relationships have been invaluable in either increasing interest in certain careers or determining alternative goals.

Mr. Whiting of Good Samaritan Hospital felt that their young participants had acquired a better understanding of the discipline of the workplace and noted their increased self-confidence and improved communication skills. He also felt that, as a result of the experience, some of the youth were looking at health care as a professional career.

In addition to these employment opportunities, the Baltimore SDA conducts a variety of special youth programs, with summer components, that are funded by private contributions through the Baltimore City Foundation. A notable example is the Launching Entrepreneurs into Action Program (LEAP), in which youth participate in a year-round Youth Entrepreneur Academy and, if they have developed a strong business plan, are given a loan to open and operate a business during the summer.

The Baltimore SDA conducts only limited monitoring of the nonsubsidized worksites. Staff make these visits in response to requests by employers or by the youth. In these instances, staff help solve any possible communications problems or misunderstandings.

Private Sector Participation in the IIB Program

In Baltimore, the IIB program is limited to employment in the public and non-profit sectors. In 1996, the SDA did not use IIB funds to place youth in private sector summer internships or job shadowing assignments. However, the SDA does conduct a year-round internship program in which private sector employers provide nonsubsidized part-time and summer employment to high school juniors and seniors in work-study positions.

Private employers do participate in the IIB program by providing the youth with "world of work" orientation during their pre-employment training sessions prior to entering IIB summer jobs.

Best Practices and Lessons Learned

The Baltimore SDA's successful YouthWorks '96 program is the result of 14 years of experience in carrying out nonsubsidized summer employment programs in the city. In this process a number of lessons have been learned and innovative practices adopted that other communities may wish to consider in designing their own summer programs. The following are some of the key lessons and practices highlighted by the SDA staff.

Obtain commitment at the top. The highly visible, "hands-on" leadership of Mayor Schmoke in the summer jobs campaign enabled the program to obtain the commitment of the community's leadership and to encourage a positive public response to the solicitation of jobs and contributions.

Enlist the leadership of individual segments of the community in the summer employment campaign. Segment leaders can be effective in enlisting the participation of their colleagues and counterparts in individual sectors of the community such as business, city agencies, nonprofit organizations, the media, and religious organizations. This is an effective way of "opening doors" to potential job openings but also, working as a team, segment leaders can be mutually reinforcing by presenting the program to potential donors as a community-wide effort.

It is essential that these segment leaders be provided with strong staff support. As volunteers, segment leaders should focus their limited time on making contacts to obtain job openings and other forms of assistance for the program. Staff should be assigned to each leader to handle logistical details and to follow up on segment leaders' initial contacts to obtain concrete job orders and specifications from employers.

Youth referred for nonsubsidized summer jobs should be job ready as determined through a careful screening and assessment process. The Baltimore SDA found that the mock interview and information gleaned from the student profile enabled them to select youth with a high prognosis for success in nonsubsidized summer jobs and to match them with job openings that were most likely to correspond to their skills, interests and geographic locations.

As far as possible, nonsubsidized summer employment should be linked with year-round training programs. SDA staff have found that the best preparation for these jobs is the year-round training they provide for students in a variety of in-school programs in which the in-depth orientation to work they receive serves them well in summer jobs with private and public employers.

Among the innovative practices utilized in the YouthWorks '96 program, two of the most notable are the use of "student ambassadors" and the community-wide solicitation of donations to fund jobs. Student spokespersons have proven to be particularly effective in presenting their personal experiences to audiences of potential summer employers. The program has also made effective use of a 5-minute video on the program to dramatize the impact of the program on the young participants. A second innovative feature is the solicitation of tax-exempt contributions from the Baltimore community at large, through the Baltimore City Foundation, to fund additional summer jobs for the city's youth. These contributions--which range from a few dollars donated by individuals through their churches or payroll deductions to contributions of over $10,000 from some firms and foundations--also give Baltimoreans from all walks of life a stake in the summer jobs campaign and in the future of the youth of their city.

Contact:

Ms. Patricia A. Waddell
Program Support Specialist
City of Baltimore
Office of Employment Development
101 W. 24th Street
Baltimore, MD 21218
Phone: (410) 396-6722
FAX: (410) 467-7869

Exhibit A.

YOUTH WORKS '96

Putting Baltimore City's Teens To Work This Summer

PROGRESS NOTES

March 22, 1996

BUSINESS (Goal: 1,000 Jobs)
Chairman: Dan Whelan

- ☐ Breakfast meeting for CEOs of the city's largest 35–40 companies - March 29
  Objective: To obtain significant contributions and job opportunities

- ☐ Presentation to the Greater Baltimore Committee's board of directors
  - Followed-up with a personal letter requesting board participation in the campaign

- ☐ Other plans include:
  - Presentation to Baltimore City Chamber
  - Development and distribution of *YouthWorks '96* solicitation brochure
    - Accompanied by a letter from Mayor Schmoke and Dan Whelan

NONPROFITS (Goal: 200 jobs)
Chairman: Steve Schimpff

- ☐ Breakfast meeting for over 100 area non-profit organizations - April 12
  University of Maryland Medical Systems
  Objective: To obtain contributions and job pledges

- ☐ Front page article in the March issue of NetWork News, (MOED Youth Services newsletter), seeking support from nonprofit organizations. The publication reached over 800 youth service organizations. A job order from Movements Unlimited for three summer camp counselors has already been received.

- ☐ Other plans include
  - *YouthWorks '96* fliers to be included in an April 15th mailing to members of the Maryland Association of Nonprofit Organizations
  - Solicitation letter from Mayor Schmoke and Steve Schimpff to 1500 area nonprofit organizations

101 W. 24th STREET
BALTIMORE, MD 21218
(410) 396-5627

Baltimore
THE CITY THAT READS

CITY AGENCIES (Goal: 500 Jobs)
Chairman: Jesse Hoskins

- ☐ *YouthWorks '96* presentation to Mayor's Cabinet - March 5
  - Response forms were distributed to all agency heads requesting commitments from each agency. Six agencies have already pledged a total of 211 jobs. (Public Works, Finance, Downtown Partnership, Planning, Civil Service Commission and Homeless Services)

- ☐ Other plans include:
  - City Employee Payroll Deduction Drive to begin in early April (Note: If every City employee agreed to have $1.00 deducted from every paycheck for one year, we could put 1,000 teens to work!)

HEALTH AND HOSPITAL (Goal: 300 Jobs)
Chairman: Rod Rutledge

- ☐ Letter to all area hospitals and allied health care businesses and organizations
  - Follow-up will include personal phone calls and visits as needed

FOUNDATIONS (Goal: 300 Jobs)
Chairman: Lenwood Ivey

- ☐ Letters will be sent to foundations in the Baltimore Area Grantsmakers Association from Mayor Schmoke and Lenwood Ivey offering to provide presentations to grant officers and boards of directors.

- ☐ Similar letters will go to large national foundations which have youth, employment, education, social services and community development as focus areas.

MEDIA
Leadership Team: Marcellus Alexander, Jim Breiner, Mike Shultz

- ☐ Articles and editorials were printed in the *Baltimore Business Journal* the week of March 1 - 7, 1996

- ☐ Editorials and articles have been printed in *The Baltimore Sun* February 16 and February 24, 1996. As a result of these articles, Oak Park Kennel pledged four kennel aide positions.

MEDIA (continued)

- WJFK AM 1300 featured *YouthWorks '96* on "Basically Baltimore", Sunday, March 17th, resulting in pledges the following morning from American Pool Management, Inc. for 36 life guard positions. Interested teens who do not have their licenses but can swim 10 laps, will be sponsored to take the certification test once hired by the company.

- Print ads developed for *The Sun* and *Baltimore Business Journal*. Ads will run throughout April and May.

- Coverage of the Mayor's campaign kick-off aired on WJZ TV 13 and WMAR TV 2 (February 15, 1996).

- Article in the March/April issue of *Pride*, the newspaper for Baltimore City employees, asking for support from all city staff.

- Marketing materials have been provided by Douglas Sidney Graphic Designs.

- Other plans include:
  - PSA developed by WJZ for distribution to all stations. (April)
  - Television editorials by station general managers and/or guest commentators
  - Additional coverage in *The Sun*, *Baltimore Business Journal*, and community papers throughout the campaign
  - Guest appearances by *YouthWorks '96* team leaders and staff on local television and radio programs

- **Reminder:** Press releases and marketing materials (fact sheets, posters, etc.) have been developed and are available for any campaign activity. (Call your Youth Services staff person to get yours!)

RELIGIOUS ORGANIZATIONS

Chairman: Rev. Arnold Howard

- Breakfast meeting held with Mayor Schmoke on March 18, 1996
  - Great support and ideas for reaching the congregations were developed. Envelopes will be available for churches to distribute to their respective memberships for donations.

  - Mayor Schmoke will attend various denominational meetings throughout the campaign.

OTHER NEWS

- Garland Williamson has mailed letters to all Baltimore City Private Industry Council members asking each business/organization to support the campaign

- Presentation was made to the Federal Employee Board on March 27
  - There are thousands of federal employees throughout Maryland who can be solicited to support the *YouthWorks '96* campaign
  - Many federal agencies have Baltimore City offices where teens can work
  - Social Security Administration has already agreed to interview 25 youth in early April

- **A mid campaign meeting with Mayor Schmoke and the *YouthWorks* Leadership Team is scheduled for April 25th from 8:00 - 9:00 a.m. at City Hall. Reminders will be sent to members.**

Job Total = 254

Exhibit B.

CITY OF BALTIMORE

KURT L. SCHMOKE, Mayor

OFFICE OF THE MAYOR
250 City Hall
Baltimore, Maryland 21202

April 15, 1996

Dear City Employee:

What will Baltimore's teens be doing this summer?

The answer is uncertain for most of our City's young people. Congress has cut all funding across the country for public service summer jobs and this could mean that more than 5,000 of our youngsters will lose the chance to make the connection to work this year.

However, we are not willing to let this happen in Baltimore. To address this issue I have formed a team of City leaders from businesses, foundations, nonprofits, religious organizations, and State and City government to develop a plan that will put at least 3,000 teens to work this summer. This ambitious campaign is called **Youth Works '96** and in order for it to succeed, every segment of our community must bring its share of job opportunities to the overall effort. We all have a role to play in providing valuable work and learning experiences for our kids.

In the past City employees have always shown responsiveness to the needs of our youth. This year, more than ever before, we need your help to make summer jobs for our teens a reality. To help meet the City Agencies' **Youth Works '96** goal of bringing 500 job opportunities to the table, we are launching a payroll deduction opportunity for City employees. It only costs $650.00 to match one teen to a part time job. Any amount will help and all donations are tax deductible. If you are already contributing to the Blue Chip-in Summer Jobs program through this manner, be assured your donations will continue to be put to good use in support of this summer effort. These dollars have helped hundreds of young people work each summer and we hope you will consider increasing your contribution this year.

If you have not been participating in the payroll deduction plan, you will have the chance to join us this month. Every City employee will receive a payroll deduction authorization card. Simply indicate the amount you wish to contribute and show that you are part of our City's effort to make 1996 a rewarding summer for our teens.

Thank you in advance for your concern and commitment to Baltimore and Baltimore's youth. Together we can make a difference as we put our City's teens to work this summer.

Sincerely,

Kurt Schmoke

Mayor

KLS:pc

Printed on recycled paper with environmentally friendly soy based ink.

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Exhibit C.

STUDENT PROFILE

— FOR OFFICE USE ONLY —

CW+ _____	INTERN _____	CCP _____
VJC _____	LEAP _____	CSC _____
JC _____	SJ _____	EEE _____
CC _____	CIG _____	REM _____
TOE _____	OTHER _____	FUTURES _____

Please Print/Press Hard _____ Date _____

Social Security # | Student Name (Last, First, Middle)

Address | Zip Code | Telephone # | Message #

Birthday	Age	School Name/Number	Grade	Sex M / F	Height	Weight

EDUCATION/SKILLS/TALENTS

If you have studied or acquired any of the skills listed below, put C for classroom training and/or J for job experience. Put both if you have both.

If you have work experience, list the employer's name and your job title

_____ Typing _____ WPM
_____ Word Processing
_____ Bookkeeping
_____ Accounting
_____ Filing
_____ Data Entry
_____ 10 Key Adding Machine
_____ Cosmetology/Certification: Y/N
_____ Carpentry
_____ Electrical
_____ Trowel Trades
_____ Health Field
_____ Hotel/Motel/Hospitality
_____ Other _____

Do you have a driver's license? Y/N Access to a car? Y/N

What is your course of study? _____ Grade Point Average _____

If vocational Ed., Trade Area _____

Please indicate type of program you would like (Please refer to enclosed summary for description)

College Camp (8th grade) _____ Career Club (Srs.) _____ Full time employment (Graduates) _____

Part-time employment while in college (local colleges only) _____

Community Service Club (9th grade) _____ Internship (Jrs./Srs.) _____

Entry Employment (10th grade) _____ Careers in Government (Jrs.) _____

Summer Job _____ Try-Out Employment (Jrs. & Srs.) _____

College Placement Assistance _____ LEAP Entrepreneurship Project (Srs.) _____

Do you have any physical limitations, child care needs or other responsibilities which would prevent your participation in any kind of activity?

If yes, describe: _____

SENIORS ONLY

I plan to attend College my intended major (if known) _____

SAT taken Y/N Date _____ Received fee waiver? Y/N

Colleges applied to:

_____ accepted Y/N Received any college application fee waivers? Y/N

_____ accepted Y/N Filed an FAF? Y/N

_____ accepted Y/N

I plan to enter the Military Military branch _____

Induction Date: _____
Month Day Year

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— FOR OFFICE USE ONLY —

Category: _____

Title Eligibility: 2A/2B _____ 98 _____

Subcode(s) _____ / _____ / _____

PRE-EMPLOYMENT ASSESSMENT	Needs Much Improvement	Fair	Good	Excellent	Comments
Ability to Communicate					
Positive Attitude					
Eye to Eye Contact					
Completeness of Answers					
Self Confidence					
Ability to present qualifications					

Best Suited for: 1. Heavy labor; 2. Outdoor Maintenance; 3. Sales; 4. Stock; 5. Food Service; 6. Delivery; 7. Receptionist; 8. Clerk (no typing);
9. Clerk Typist; 10. Other _____

Student's Job Preference _____

Comments/Notes

_____

_____

_____

_____

_____

Interview & Placement Record

Job #	Company Name/Tel #	Person to Report to	Time of Interview	Outcome	C.S #	Start Date	Remarks

College Name _____ Start Date _____

Military Branch _____ Induction Date _____

Training Program _____ Entry Date _____

12 80-26-5

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YouthWorks '96
Pittsburgh, Pennsylvania

Overview

YouthWorks '96 is a community-wide, multi-institutional effort by a number of community partners involved in youth workforce development. The program provides youth with summer and year-round private sector employment opportunities as well as volunteer work, career awareness, career exploration, community service, and experiences in non-profit organizations. The program targets youth from low income families (or living in communities with poverty). African American youth are a particular focus of the program because of their relatively high rate of poverty and unemployment in the Pittsburgh area.

A hallmark of the program is its vision of establishing a process of employability development that enables youth between the ages of 14 and 21 to gain the maturity and competencies needed to succeed in the workforce through a continuum of employability development services (this continuum is depicted in Exhibit A). As part of this employability development process, young people progress through three levels of work experience that YouthWorks provides through summer and year-round employment opportunities. The following are the three levels of summer employment provided by YouthWorks.

- Youths' first experiences in a work setting take place in Level 3 jobs with non-profit or government agencies supported with public or private funds, most of which are IIB-funded positions that 14- and 15-year-olds occupy.

- Level 2 jobs tend to be in private firms or non-profit agencies, particularly those non-profit organizations that have received corporate or foundation-financed grants to employ youth. Some private employers, such as grocery or restaurant chains, hire directly for Level 2 jobs. Commonly, youth holding Level 2 jobs are slightly older and have had some prior exposure to or experience in a work setting; for these jobs youth might be required to provide a reference letter and/or a resume.

- For a Level 1 position--which are in private firms--youth are older and have had work experience. They have at least 8th grade-level reading and math skills; and submit a resume and reference letters.

YouthWorks is distinguished by the large role corporate and foundation donors played in contributing funds to create more than 600 paid positions for young people. In 1996 the program as a whole placed 2,448 youth in summer and year-round employment.

- 74 youth were employed in Level 1 positions in which their salaries were paid directly by their private for-profit employers.

- 622 youth were employed by private firms or non-profit organizations, with their wages either paid directly by the private firms or funded by contributions from corporations and foundations; most of these were Level 2 positions.

- 1,752 youth were employed in Level 2 and 3 jobs in public and non-profit agencies funded by the IIB program (City of Pittsburgh and Allegheny County SDAs) and Community Development Block Grants (publicly subsidized jobs).

Among the 696 youth employed in jobs not subsidized by the public sector, only about 5 percent were 14 or 15 years old, and about 40 percent were aged 16-17; most of these youth were 18 or older. Four out of five youth were African American, and three out of five were female.

A broad array of public and private groups are partners in the YouthWorks effort. These include: the city and county SDAs, city and county governments, the Youth Crime Prevention Council, the Working Together Consortium (an economic development group), One to One Allegheny County (a mentoring organization), the Open Doors program (a program that organizes community groups), Duquesne Light, the public and Catholic schools, and the United Way. Corporate and foundation donors include such corporations as Blue Cross, PNC Bank, and Duquesne Light and such foundations as the Howard Heinz and Vera Heinz Endowments, Mellon, and the Pittsburgh Foundation, among others. Non-profit agencies that have been awarded corporate or foundation-funded grants to employ youth include 2- and 4-year colleges, schools, neighborhood citizens' councils, hospitals, public television, the YMCA, the Boys and Girls Clubs, and the Urban League. Private sector employers in the nonsubsidized component of the program include the Giant Eagle grocery chain, Manor nursing homes, Thrift Drugs, PNC and Mellon Banks, and Eat'N'Park restaurants.

Program Management and Funding

Community-wide concern about the effectiveness of local institutions in preparing area youth for the workplace resulted in a collaborative effort between the City of Pittsburgh and Allegheny County called the Youth Employment Alliance in the early 1990s. The Alliance sought to foster the transition from school to work by preparing youth through training, education, and direct work experiences. The initiative was comprised of the following key stakeholders: private foundations, private businesses, community-based organizations, local government, and school districts. The Allegheny Policy Council administered the initiative for the Alliance. In 1994, the Alliance began to coordinate existing area summer youth employment programs as a first step in the creation of a comprehensive system that would provide ongoing year-round school-to-work programming.

At the same time, the Youth Crime Prevention Council--a separate alliance of the region's top leadership, including the U.S. Attorney for Western Pennsylvania, the Mayor of Pittsburgh, the Chairman of the County Board of Commissioners, the Bishop of the Catholic Archdiocese,

corporation executives, a national foundation, and the Urban League--identified youth employment as one its most critical strategies to combat youth violence.

In 1995, both efforts were integrated under the leadership of Frederick Thieman, U.S. Attorney for Western Pennsylvania and Dianna Green, Senior Vice President of Customer Operations at Duquesne Light. This new coordinated effort was called the Youth Employment Initiative. In 1996, the Initiative was renamed YouthWorks '96. The resolve of these key organizations to collaborate was greatly strengthened by the threat of losing IIB funding in 1996.

The YouthWorks program's organizational structure is composed of a Steering Committee, an Operations Committee, and the Allegheny Policy Council:

The Steering Committee provides leadership, general direction, and ensures accountability and is composed of 19 representatives of local government, business, foundations, school systems (public and parochial), the media and the community.

The Operations Committee coordinates and implements the program's plan of action. Its membership includes representatives of the same sectors as the Steering Committee and, in addition, staff from the organizations (including contractors) responsible for implementing the program. The Committee operates through a series of subcommittees dealing with various aspects of the program's operation, such as youth recruitment, job readiness, transportation, private sector recruitment, etc.

The Allegheny Policy Council is a non-profit youth and workforce development agency that staffs the YouthWorks program and has the following specific functions: administering the corporate and foundation grant program, including reviewing grant proposals from non-profit organizations seeking funds to hire youth; administering the YouthWorks budget; developing and maintaining a management information system; and evaluation of the YouthWorks program. The Policy Council is staffed by a full-time program director, Renee Cercone, a full-time secretary, and three temporary staff. The City of Pittsburgh and Allegheny County together assigned several part-time staff to YouthWorks. The private sector provided about a dozen volunteers. The Duquesne Light Company lent an employee to the program who worked full-time from March through July 1996 to assist with the private sector job recruitment effort.

Data management and evaluation functions are performed by contractors under contracts awarded by the Allegheny Policy Council. Olsten Staffing Services, a private employment agency, was contracted to manage the database used in matching youth to job openings in the private and non-profit sectors under the non-publicly subsidized components of the program, and to do the actual matching of youth with private sector for-profit jobs. Program evaluation has been performed by an independent contractor, Excellence Research, Inc., which prepared evaluation reports for 1994, 1995, and 1996. The evaluator not only obtained information from all parties involved in the non-publicly funded programs through interviews, surveys, and focus groups, but also attended Operations Committee meetings as a member, and attended focus group and retreat meetings.

In addition, the YouthWorks system includes a network of neighborhood-based employment centers that serve as centers for intake and eligibility determination, including identification of youth who are ready for private sector employment.

Total resources for YouthWorks '96 were more than $4 million--$2.8 million in JTPA Title IIB and Community Development Block Grant funds for the publicly subsidized component; $1.3 million in contributions from private foundations; $119,000 from corporate contributions; and $45,800 from the United Way of Allegheny County. Most of the funds received went toward directly paying youths' wages. The remainder was used to help support administration, transportation assistance, training and orientation, and the work of Olsten and Excellence Research.

Enlisting Employers to Provide Job Openings

YouthWorks '96, anticipating the loss of IIB funds, set a goal of creating 1,800 jobs for the summer of 1996 -- 300 jobs in the private for-profit sector, 600 jobs in non-profit organizations supported by foundations and the corporate community, 500 jobs obtained through the network of neighborhood employment centers, and 400 publicly subsidized jobs in public or non-profit agencies. A marketing committee was formed to publicize the effort in order to gain job openings from employers.

Leading the campaign specifically for recruitment of for-profit firms was an executive from Duquesne Light. He was joined by representatives of the Working Together Consortium, the Youth Crime Prevention Council, the United Way, and individual business volunteers, all of whom contacted potential employers. The neighborhood centers were also encouraged to recruit employers in their neighborhoods. All employers were asked to forward their job orders to Olsten Staffing Services, which was responsible for matching youth with the job openings.

The Allegheny Policy Council solicited and reviewed proposals from non-profit organizations for grants to employ youth and pay their wages in positions funded by corporate and foundation contributions. Grant applications had to demonstrate that the organization had a sound plan for employing youth and providing them with a quality experience through working and learning in their organization.

YouthWorks suggested that potential employers provide 30 hours of work a week for 8 weeks, for a total of approximately $1,500-$2,000 in earnings, or a wage comparable to that for regularly paid workers in the same position.

One to One Allegheny County developed and conducted employer orientation sessions at the Pittsburgh Convention Center. Although they were optional, the 1996 evaluation reported that "every one of those who attended...indicated that they would recommend the training for other supervisors." Presentations on the goals of YouthWorks and how to supervise young people were thought to be particularly informative.

Recruitment of Youth

Youth targeted by YouthWorks for employment in non-publicly funded Level 1 and Level 2 jobs were young people living in low-income neighborhoods or who qualified for free or reduced-price school lunches. African American youth were specifically targeted for the program. Recruitment of youth for the program is decentralized and carried out through the network of neighborhood employment centers.

Youth learned about YouthWorks through announcements at their schools, community organizations, and churches. Applications were also distributed widely to schools and community organizations. At the employment centers, youth completed the applications, had their eligibility established, and discussed their interests with staff at their regional employment centers office. The centers also provided resume workshops, advised youth about the availability of pre-employment training, prepared them for interviewing, and follow up with the youth individually after they are employed.

The three job levels in the program require progressively higher levels of job preparedness. To qualify for a private for-profit (Level 1) placement, youth had to demonstrate that they were ready for private sector placement and, in addition, met the following prerequisites: (1) successful completion of pre-employment training, or successful completion of at least a 6-week paid or volunteer work experience; (2) submission of a resume; (3) minimum 8th grade math and reading levels; and (4) reference letters from employers, schools or other organizations. Level 2 jobs in the private sector were for youth who did not have quite enough work experience; these jobs were typically in local "mom and pop" grocery and other retail establishments.

The recruitment effort yielded 5,900 applicants for YouthWorks '96. However, the 1996 evaluation report noted that more than half the applicants were under 16 years old and probably could only qualify for Level 3 positions, those traditionally funded by the IIB program. Thus, the success of youth recruitment was considered to be a double-edged sword: if there are not enough jobs, students could become discouraged. According to the report, "...successful student recruitment without stepped up employer recruitment could actually be detrimental to the program in the long-run. This problem was particularly evident with the younger applicants (14 and 15 [years of age]) because they comprised the majority of the applicant pool, but the number of jobs available for this group was most limited."

Pre-employment Training and Orientation

All youth who were placed with private sector employers (Levels 1 and 2) were required to participate in pre-employment training. The training took place at a central location, the Pittsburgh Convention Center. Youth who were placed in Level 3 positions were provided pre-employment orientation as part of the employment experience. Non-private sector Level 2 jobs did not require pre-employment training.

For entry into a Level 1 job, youth attended a 2-day training program. The workshops on the first day covered the following topics: "My Commitment to Succeed," "My Best Foot Forward," "Workplace Etiquette," and "Communication Skills." Second-day workshops covered "Goal Setting," "Problem Solving," "Budgeting," and "Building a Portfolio." To qualify for a Level 2 position, youth took the first-day training, followed by a second day of workshops about 3 weeks after the start of employment.

The city, county, and the public school system each had its own curriculum or set of competencies for pre-employment training. For YouthWorks, the three entities collaborated on one curriculum and set of proficiencies that were used in pre-employment training for the program.

Matching Youth with Job Openings

Olsten Staffing was contracted to maintain the youth data base (all youth, regardless of job level) and the job order data base. Olsten received the youth's applications from the neighborhood employment centers and entered the applications into their data base (Level 3 applications were forwarded for data entry but not for matching purposes). Olsten also received the job orders from private for-profit companies and information on job openings from non-profit organizations that had been awarded grants. Olsten matched youth individually to the Level 1 and 2 jobs offered by private for-profit employers, utilizing data in the youth's applications and specifications in the employers' job orders. For the Level 2 jobs in the non-profit agencies, Olsten provided the agencies with applicant data from their data base, and the agencies screened and selected the youth. Some of the grantee agencies already had particular youth in mind that they wanted to hire.

TCI Cable, an employer interviewed for this report, said that the youth it hired met its specifications. Six of the eight youth hired were reported to have done very well on the job. TCI Cable noted, however, that at the beginning of its involvement with YouthWorks, applicants came in without complete paperwork, such as a work permit or age verification. YouthWorks program staff went to TCI Cable and remedied the situation.

Duquesne Light also expressed satisfaction that the youth referred to Duquesne were job-ready and met its hiring specifications. However, Duquesne qualified its statement by noting the poor treatment it had received by a staff member assigned to match youth with jobs at Duquesne, noting in addition that initially youth were sent who were not appropriate matches for the positions offered by the company. After Duquesne voiced its dissatisfaction to the Allegheny Policy Council, subsequent referrals were a much better match.

Given the relative newness, large scale, and late start of the program in March 1996, and the large number of partners involved, matching proved to be a challenge, and some elements of the process are being assessed for improvement. The 1996 evaluation noted that matching was impaired by inefficiencies in the new data management system. Olsten staff had thousands of youth applications to enter, process, and match with data coming in from employers, all on a

tight schedule. In some cases, youth without employment experience were sent to apply for Level 1 positions, and a number of employers who had openings did not receive any applicants. Timing problems sometimes resulted in a situation in which a well-qualified Level 1 applicant did not receive a private sector job he or she had applied for but, because of the elapsed time, was unable to apply for non-profit agency positions, because they had all been filled.

Improvements being considered include having a custom-designed database system developed for YouthWorks to streamline the application and job matching processes. The 1996 evaluation noted, for example, that "an image processing database method could be implemented so that schools can use their fax system to process and send youth applications to a central database system."

Work Experience of Youth Under the Program

Fifteen private for-profit employers hired youth for private sector employment. Approximately 90 percent of these firms were large employers (100 or more employees). There were 53 community organizations that hired youth in positions funded for this purpose by business or foundation contributions.

The two largest categories of employment were office/clerical positions and jobs in hospitals, nursing homes, and other health services. Large numbers were also employed in child care, restaurants, and grocery stores, landscaping and groundskeeping, and computer operations. Wage rates for non-publicly-subsidized jobs ranged from the statutory minimum to about $8.00 an hour, with an average wage rate of about $5.50. At least 50 percent of non-public placements in 1996 were year-round and not for the summer only.

Work experiences at the two employers interviewed, TCI Cable and Duquesne Light, suggest that the program has provided both employers and youth with a positive experience. TCI Cable became involved in YouthWorks out of a desire to assist disadvantaged youth in the community. A TCI Cable employee in the human resources department was familiar with the program as a result of prior employment with an establishment involved with the program. TCI Cable hired eight youth for summer 1996--one in the accounting department as an assistant, two in the mail room as clerks/runners, three in warehousing, and two in construction, helping to lay cable and do installations. All of the employees were exposed to the use of computers during the course of the summer. The youth were with the company from June through August, working from 9 a.m. to 4 p.m. 5 days a week and earning about $5.00 an hour.

Duquesne Light's main reason for hiring YouthWorks participants also was to assist disadvantaged youth in the community. Duquesne views itself as having a role in educating and preparing the future labor force. Ten youth were hired and assigned based on their career plans. Several youth were in the field on calls with engineers. Others were assistants in community relations, human resources, and in the legal and accounting departments. They worked from 8 a.m. to 5 p.m. 5 days a week for 6 to 8 weeks, and, like most participants, were paid above the

minimum wage rate. Duquesne enjoyed the program and the youth, and said it would participate again.

Private Sector Participation in IIB Program

The private sector did not participate directly in the IIB program except for promoting YouthWorks in general.

Lessons Learned

YouthWorks' vision is to operate year-round--not just as a summer program--to provide youth with the continuum of learning and development that it considers necessary to have a lasting effect in enhancing their job readiness. In the process of building such a system in Pittsburgh, the staff have drawn some important lessons that will be applied in their future efforts and which should prove useful for other communities that embark on a similar undertaking.

There is a need for collaborative planning and action at the local level to make maximum use of limited resources available for serving economically disadvantaged youth. It is hoped that the network of neighborhood employment centers in Pittsburgh have laid the groundwork for a school-based youth employment development system.

It is desirable to pull together the numerous curricula and competency standards that exist, and to develop one uniform set of competencies for use in pre-employment training that will certify that the youth are job-ready.

Even when contracting with a proven expert in job matching--a large temporary employment agency--it takes considerable thought, substantial time, and detailed planning to develop an efficient job matching system for a youth employment program.

YouthWorks seeks more school involvement and support. If its vision of youth development as a continuum of service to youth is to become a reality, it believes that the schools must be an active partner in the program.

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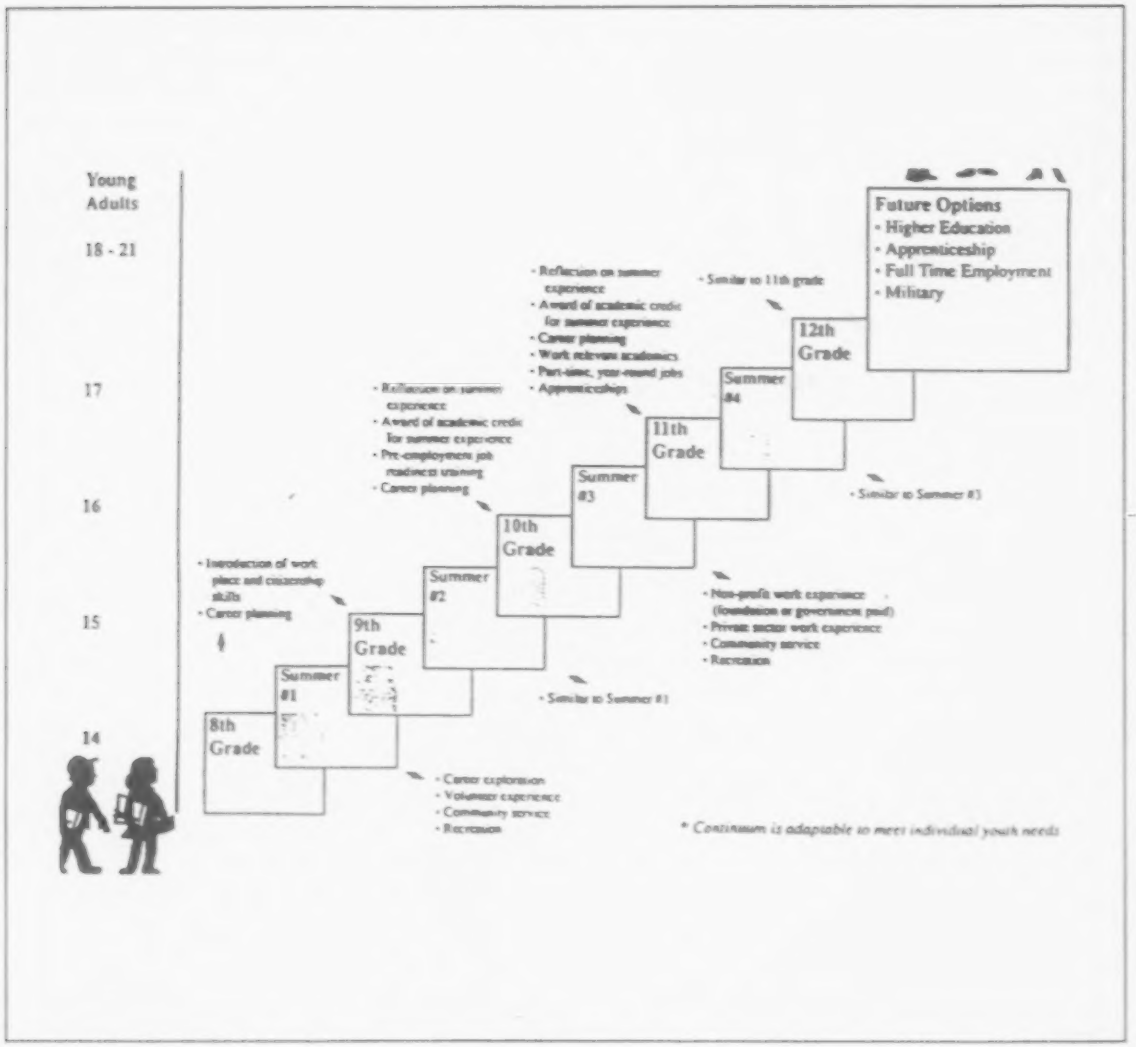
Exhibit A.



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Private Sector Summer Jobs Initiative
Louisville/Jefferson County, Kentucky

Overview

Louisville/Jefferson County is a mid-size metropolitan area (population approximately 300,000), in which the urban core is the focus of the nonsubsidized jobs program. The economic climate is said to be improving, and the area's unemployment rate is about 4 percent. There are pockets of poverty, however, in which unemployment rates range from 16-25 percent. The majority of the youth in the nonsubsidized jobs program come from the less affluent areas, as evidenced by the very high percentage of economically disadvantaged youth represented in the program, and reflected in the program's strong emphasis on recruiting and finding jobs for these youth.

The Louisville/Jefferson County Private Sector Summer Jobs Initiative placed 350 youth in nonsubsidized summer jobs in the summer of 1996, some 98 percent of whom were economically disadvantaged. Of those who applied for the program, the majority (57 percent) were 16-17 years old; the remainder were either 18 and older (29 percent) or 15 years old (14 percent); there were no 14-year-olds in the program. The large majority (82 percent) of the youth placed in the nonsubsidized program were African American.

A total of 114 employers participated in the nonsubsidized program, of which 107 hired youth, and 7 provided monetary contributions. Among the private firms providing jobs were the Humana Health Care Plan and Bank One Kentucky, who were interviewed for this report.

The PIC administered the nonsubsidized summer jobs program in 1996, the third year it has done so. One particularly innovative feature of this program was that Project One and the Louisville Education and Employment Partnership (LEEP)--two organizations with major roles in the program--have very active employer volunteers who work with the youth year-round. Because of this volunteer base, and the support of the Louisville/Jefferson County Private Industry Council (PIC), year-round activities such as monitoring and internships have been included in the summer programs. Other innovative aspects were an annual recognition banquet for the youth and the employers (viewed by staff as an effective incentive for employer participation) and the fact that several employers who could not offer summer employment agreed to contribute $1,000 each to the program.

In addition to the 350 nonsubsidized jobs, the SDA also provided 719 subsidized jobs during the summer of 1996 which were funded under the IIB program.

Program Management and Funding

The PIC has the administrative and supervisory responsibility for the nonsubsidized jobs program (references to the "SDA" in this report refer to the PIC and its staff). However, the Private Sector Summer Jobs Initiative is a collaborative effort led by the PIC and involves the active participation of the Louisville Area Chamber of Commerce, Project One (a local community-based organization) and LEEP (which works through the school system and maintains year-round liaison between this program and the school system). The PIC also has an agreement with the school system, through which the schools participate in both the private sector and IIB programs. This arrangement is expected to continue into 1997 and beyond. The coalition of a very strong community-based organization with a strong school-based component was cited by PIC staff as being a major key to the success of this program in Louisville.

The program was initiated by the Chamber of Commerce in 1994 to enhance the JTPA program by providing summer job opportunities for economically disadvantaged youth who were not served under IIB because of limited funding. The SDA, the Chamber, Project One, and LEEP collaborate on the program. The SDA/PIC has overall administrative responsibility (and pays the salary of the private sector jobs coordinator), the Chamber of Commerce solicits jobs from its membership, and Project One and LEEP, along with the schools, provide pre-employment skills training for the youth, as well as recruitment and job matching.

The complementary skills, contacts, and efforts of Project One and LEEP in this collaborative effort are particularly noteworthy. The key roles of these two organizations in the recruitment, pre-employment orientation and job matching of youth in the 1996 Private Sector Summer Jobs Initiative are discussed below. Descriptions of the two organizations are contained in Exhibit A.

Monitoring of worksites under the program was the primary responsibility of Project One and the LEEP, with help from the SDA "as needed." Each of the organizations focused their monitoring on employers new to the program and on first-time youth. The SDA became involved only in cases that, potentially, had program-wide implications, such as non-payment of participants. The staff responses to problems, from the standpoint of two of the firms who participated in the program, were positive.

The budget for the 1996 nonsubsidized jobs program was $100,000, primarily provided by the Louisville Board of Aldermen. Assisting with the funding for the program was the Brown and Williamson Corporation, Providian, The Lincoln Foundation Inc., Brown-Forman, Bell South, Louisville Gas and Electric Co., Louisville and Jefferson County PIC, and the Jefferson County Public Schools.

Enlisting Employers to Provide Job Openings

The 1996 effort to enlist employers for specific job pledges began in April 1996. However, SDA staff describe job solicitation as a continuing, year-round effort. The large majority of the job openings were secured through the Chamber of Commerce (estimated at 99 percent by the coordinator, with the other 1 percent or so coming from Project One or LEEP). The mayor's office was described as helpful in a liaison role with the Chamber. The primary recruitment technique was a direct-mail campaign, preceded by a kickoff event and followed by a recognition banquet at the end of the summer. The kick-off event, at which the job solicitation campaign was announced, was conducted jointly by the mayor, the county executive, and the Chamber of Commerce president. These officials all also signed the direct mail letter of solicitation. The recognition banquet is seen as a good public relations device, especially for the employers.

These job solicitation techniques were seen by the coordinator as particularly successful with financial/banking institutions and large corporations such as health industries and service/distribution industries. The banking firm representative and the health care plan representative interviewed for this report both indicated that their companies' motivation for participating was, first of all, a desire to help disadvantaged youth in the community; they were also glad to have help in handling their workload and wanted to look at some of these youth with an eye toward possible future employment with their firms. They also noted that their companies have a policy of responding positively to public service appeals. The health care provider was recruited through the direct-mail campaign; the bank representative indicated that a personal contact by the program was the deciding factor.

The coordinator said that private firms were generally responsive to requests to employ economically disadvantaged youth because they had participated in previous programs and were very satisfied with the youth who had been referred. Some requested the same youth in subsequent summers, or retained them in part-time positions after previous programs had ended.

The worksites recruited included banks, service employers (e.g. hotels, retailers, fast food establishments, delivery services such as UPS), law firms, utilities, manufacturers, community-based service organizations, nursing homes, child care centers, health care facilities, and other specialized services. The types of jobs ranged from general maintenance to customer service.

Employers hiring youth under the program were required to employ them for a minimum of 30 hours a week, and pay at least the federal minimum wage.

Recruitment of Youth

Recruitment of youth for the private sector program began in January 1996. Project One, the community-based partner, recruited approximately 85 percent of the youth; LEEP recruited about 10 percent (although it should be noted that most of the applicants had participated in LEEP in-school programs); and the SDA/PIC accounted for about 5 percent of the participating youth (the ones referred from the IIB applicant pool).

Youth were recruited for the nonsubsidized jobs program through public service announcements on radio and television, distribution of applications in schools, announcements and flyers in schools, and referrals by the IIB staff of those not eligible for IIB participation. The coordinator said that the most effective of these methods were the announcements and flyers in the schools because they reached almost all of the target population. They were also distributed in postsecondary institutions, thereby directly reaching many of the youth aged 18-22 also served by the program.

The program targeted primarily in-school youth aged 16-21. However, it also gave consideration to those 15-year-olds who had been involved in previous year-round programs run by Project One and LEEP. Some older youth (22-23 years of age) also participated because employers who had hired them before specifically requested them by name.

In addition to the in-school and age requirements, the criteria for nonsubsidized summer employment included a requirement that the youth had participated in the pre-employment training programs conducted by Project One and LEEP during the school year or (in the case of the older post-secondary youth) had documented prior work experience. Youth were screened and selected primarily by Project One and LEEP, using these criteria.

The coordinator emphasized that there are two absolute prerequisites for success in a program such as this: providing pre-employment skills training and matching youth to employer requirements. Louisville, since it has extensive year-round employment-related programs, is able to target youth who have participated in such year-round training programs for its nonsubsidized summer jobs.

Pre-Employment Training and Orientation of Youth

Youth participating in the nonsubsidized jobs program were required to participate in the pre-employment training sessions, with the exception of those post-secondary older youth with documented prior work experience. Project One and LEEP were responsible for this training. Project One's program consisted of five 4-hour sessions held during the school year on Saturdays, with each youth required to attend one session as a precondition to employment. Employers volunteered their time to assist in these workshops, as guest speakers and in such other roles as conductors of motivational workshops. The sessions conducted by LEEP were a component of its year-round in-school program (funded under JTPA IIC).

The topics covered in the training included: attendance and punctuality, dressing appropriately for the job, techniques of participation in job interviews, telephone skills, and other communications skills appropriate to the needs of each participating youth. The training focused on employer expectations, the need to follow directions, and working within a team structure. The coordinator felt that all of the topics and skill areas covered were equally important. The coordinator felt that the fact that employers conducted many of these training sessions and/or served as guest speakers was particularly effective in capturing the attention of the young participants.

This year, Louisville plans to recruit more older youth to fill the job orders received for youth aged 18 and over. This past year they could not meet the demand for older youth with documented work histories. The coordinator recommends this course of action to other communities, along with providing pre-employment training to younger job-seekers.

One of the employer representatives interviewed rated the job readiness of the youth with whom they worked as satisfactory; the other said that the program had been "highly effective" in referring youth who were job-ready. Both representatives indicated that the youth referred by the program met their hiring specifications.

Matching Youth with Job Openings

Project One and LEEP took the lead in matching the youth to available worksites. As part of the application process, youth were required to complete an application form, and the parents of those under age 18 were also required to complete a section of the form and sign the application. Youth were asked for previous work experience and, for those with any previous employment under the program, any references provided to them by their employers. They were also asked about any volunteer work in which they had participated, their educational history and plans, and their interests.

As employers were signed up for the program, they were asked to specify conditions of participation and hiring criteria. These were matched by the staffs of Project One and LEEP to the applicants in their pools and the youth were then directly referred to the employers for interviews. Each youth was matched with several possible jobs, so that if the first interview was unsuccessful, the youth could go on to others until hired.

The employer representatives interviewed seemed to endorse the matching process, finding that the youth referred to them were job-ready and met their specifications for the jobs. One employer did note that they interviewed several youth before selecting the two hired for the summer.

Work Experience of Youth Under the Program and Monitoring of Worksites

The 350 nonsubsidized jobs were spread among some 30 employer categories, according to a report prepared by Project One. Seven of the categories accounted for 83 percent of the jobs. The largest category (25 percent of the jobs) was comprised of educational institutions, government agencies, and community service organizations. The next largest category was food service, (fast food, grocery stores, restaurants, and a bakery) which accounted for 18 percent of the jobs. Health care (nursing homes, health-care plans, and hospitals) provided 9 percent of the positions. Professional firms (banks and law firms), manufacturing and related service concerns, and shipping/handling/mail firms each provided about 8 percent of the summer hires, and retail merchandising accounted for about 7 percent. The remaining 17 percent of the jobs were in a variety of locations including hotels, churches, temporary services, agriculturally-related services, janitorial services, and telemarketing.

Wages for the nonsubsidized jobs ranged from the federal minimum to "over $10," with the average at $5.87, according to a Project One report. Employees were hired for a minimum of 6 weeks.

A total of 114 companies were involved in the program during the summer of 1996. The 350 jobs were provided by a total of 107 employers, and in addition, 7 private firms and foundations gave an average of $1,000 each to the program.

The majority of the firms providing jobs were in the medium-sized category (26-100 employees). Perhaps a third of the total hires came from larger employers, and less than a fifth from small employers (25 or fewer employees). About 10 percent of the employers retain the youth in some form of employment year-round, in part-time positions either after school, weekends, or on holiday/vacation times. College students particularly have long periods of availability for part-time work.

The health care company representative, who is a personnel office official, identified "improving interpersonal skills" (through attending to patients) and "occupational skills" (through working with medical records and computer data entry) as the primary gains made by the youth over the summer. The banking representative indicated that, in addition to general improvement in the two areas mentioned above, "better understanding of discipline in the workplace," "increased interest in career plans and goals," and "increased self-confidence" were observable gains resulting from the clerical jobs held by the youth over the summer.

Both companies expect to continue in the program in 1997. The banking representative commented that "there is no reason not to," but acquisitions and administrative changes have deferred the actual decision for the time being. The health care representative said that "I feel that this program benefits the youth in our society as well as our business. We would be very interested in participating again."

The health care company on-site office supervisor who worked with one youth, Antoinette Smith, gave both the youth and the program a glowing review. Ms. Smith worked with medical records, copied records as needed, and did filing. The supervisor was "very happy" with her work, so happy in fact that she asked Antoinette if she would come back to them in the summer of 1997. She said in the interview that she would also ask the program for this same person, if that was required to get her back. As for the program itself, the supervisor said "I think it is wonderful! It is good for us as a company, and good for the students." She also agreed with the front-office representative that the program itself (this was a Project One placement) worked well and efficiently, with no problems.

Private Sector Participation in IIB program

One feature of the Louisville program that may be unique is the degree to which its IIB, IIC (year-round) and private sector programs collaborate, particularly in the use of key individuals from the private sector. Project One and LEEP both have year-round IIC programs and make extensive use of volunteers from business and industry in these year-round programs. These individuals are also called upon to participate in the IIB and private sector summer programs as well. These volunteers serve as mentors to youth, as guest speakers and workshop moderators for the pre-employment skills programs, and as advisors to both the schools and the community agencies involved.

Best Practices/Lessons Learned

The Louisville partners have learned several lessons that should be considered by other programs that are either starting or attempting to improve nonsubsidized summer jobs programs:

There must be an up-front commitment from employers. Therefore, a strong relationship must be built with the Chamber of Commerce or other business-related entities in the community.

Employers will respond positively, if approached directly, by providing either jobs or financial contributions. The possibility of financial contributions is often overlooked when soliciting employers.

Recognition of employers' efforts is important. Louisville accomplishes this, in part, through an end-of-summer banquet honoring both the employers and the youth.

Identifying several potential jobs for each youth before they go out on interviews is an efficient way to assure youth employment success.

Employers are eager for older youth (age 18 and over) with documented work records; extra attention to finding and recruiting these youth (particularly those still enrolled in some form of education) will pay off for the program as a whole.

Provide the best possible pre-employment skills training and make a special effort to match youth to employer requirements, as specifically as possible.

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Exhibit A

Profiles of Two Key Organizations in the Private Sector Summer Jobs Initiative: Project One and LEEP

Project One

Project One is a community-based organization that has been active in the community since 1986, fulfilling a shared vision of a local bishop and a prominent educator and civic leader of a "city-wide effort of public and private sectors working together to enable meaningful summer jobs placements in the Louisville business community." Their belief was that "all young people and especially the economically disadvantaged youth in the greater Louisville/Jefferson County community should be challenged to prepare and train for the world of work." Their goals over the past 10 years have been "to define a vision that can bring about a match between employers and youth desiring a chance to work" and to develop practical strategies for organizing and promoting a community-based organization empowered to equip youth with job readiness skills and encourage businesses in the private sector to "employ just one youth." From the outset, Project One developed diversified funding and, with intermittent government grants and much private support, placed over 1,300 youth in private jobs between 1986 and 1992. In 1993, Project One joined forces with the PIC and created a program of pre-employment and job maturity skills training that was used in the 1996 Private Sector Summer Jobs Initiative. In that year, it also placed 185 youth (all of whom met the JTPA criteria) in private-sector jobs. From 1994 through 1996, Project One placed over 600 youth in these positions, including over half of the 350 placements for the summer of 1996. They also cooperate with the PIC in internship programs for high-school or GED graduates, and a "contextual learning intergenerational program" sponsored by the PIC.

LEEP

The Louisville Education and Employment Partnership (LEEP), formed in 1988 to assist in reducing the dropout rate for economically disadvantaged and academically deficient youth, is a collaborative effort of the Jefferson County Public Schools, the City of Louisville, the Jefferson County Government, the Private Industry Council, the Louisville Chamber of Commerce, the Greater Louisville Economic Development Partnership, and Metro United Way. It was created to assist in reducing the dropout rate for economically disadvantaged and academically deficient secondary-school-age youth. Over the past 6 years, the Partnership has served over 1,000 students in grades 9-12 in 20 Jefferson County high schools. The foundation of its program is the Career Planner--one is assigned to each school--who works as a "case manager" with the 50-75 students per school who agree to participate in the LEEP program. Employment and career planning are two basic elements of the program, and the direct result of this is that most of the participants in the non-subsidized summer jobs program have been enrolled in LEEP in-school programs. LEEP also provides the year-round element of the program, and the Career Planners at the schools provide liaison between the other partners in the non-subsidized jobs program and the schools.

Pinellas County Young Adult Employment Initiative,
City of St. Petersburg Summer Youth Intern Program, and
City of Clearwater Summer Youth Employment and Training Program
Clearwater/St. Petersburg/Pinellas County, Florida

Overview

Pinellas County, which includes the cities of St. Petersburg and Clearwater, is a thriving area on the west central coast of Florida with an unemployment rate well below the state and national average. Employment in the county is primarily service-related, built around tourism and temporary residents.

Career Options of Pinellas, Inc., the SDA serving Pinellas County, operates three youth oriented summer job placement programs in addition to the federally funded Title IIB program. The three non-federal summer youth employment programs are: Pinellas County Young Adult Employment Initiative (the Initiative), City of St. Petersburg's Summer Youth Intern Program (SYIP), and City of Clearwater's Summer Youth Employment Program (SYEP). The interesting and innovative aspect of these programs is the fact that they do not work totally independently of one another; their designs complement one another and resources (dollars and staff) flow from one program to the other. The goal of the SDA and the surrounding business and political communities is to develop a holistic approach to job placements for youth. The private sector programs are designed to be customer and employer driven. Through the unique nature of each program, the SDA is able to market a variety of options to employers, which they believe maximizes their positive effect on job placements for youth.

In 1996, a total of 1,190 youth participated in the SDA's summer youth employment programs. Of these youth, 799 participated in the federal Title IIB-funded program. In the non-federal programs a total of 100 youth were hired through the Initiative, 151 were hired through the City of St. Petersburg SYIP, and 140 were hired through the City of Clearwater SYEP. Youth in these programs tend to be older, in general, than the youth served under IIB. The federal program tends to serve the younger youth because private sector employers prefer to hire youth who are more mature.

Although many aspects of the programs are the same, the overall designs for the two city programs are different. City of St. Petersburg employers who hire youth through the Summer Youth Intern Program (SYIP) pay half of the youth's wages. The funding to operate the City of St. Petersburg programs comes from the city. Only 20 percent of the employers who hire youth through the City of Clearwater's Summer Youth Employment Program (SYEP) pay any of the youth's wages. All of the funding for this program comes from the City of Clearwater.

While the two city programs limit their program to city residents, the Pinellas County Young Adult Employment Initiative is county-wide. It is also the only program that does not receive any public funds for its operation.

The following are some of the key features of the three programs (characteristics of participants in the programs are summarized in Table A):

Pinellas County Young Adult Employment Initiative. The Initiative, which began in 1995, serves youth age 14 to 25. During the summer of 1996, 100 youth were placed through the Initiative with 95 employers. The overwhelming majority (85 percent) of the youth were 18 to 25 years old, 10 percent were 16 or 17 and the remaining 5 percent were 14 or 15 years old. Approximately 70 percent of the youth were African American and 30 percent were white. Female participants comprised about 60 percent of the total. Youth are not required to be economically disadvantaged to participate in this program, so the SDA does not collect information on economic status for reporting purposes.

Table A. Characteristics of youth, by program

	Pinellas County	City of St. Petersburg	City of Clearwater
Number of Youth	100	151	140
Economically disadvantaged	UNK	100 percent	100 percent
Age			
14-15	5 percent	19 percent	43 percent
16-17	10 percent	25 percent	31 percent
18-23		56 percent	26 percent
18-25	85 percent		
Race/ethnicity			
White	30 percent	19 percent	11 percent
African American	70 percent	80 percent	81 percent
Hispanic		0.5 percent	2 percent
American Indian			1 percent
Asian		0.5 percent	3 percent
Other or unknown			1 percent
Gender			
Male	40 percent	52 percent	50 percent
Female	60 percent	48 percent	50 percent

City of St. Petersburg's Summer Youth Intern Program. The 1996 summer marked the fifth year of this program. All 151 youth hired in 1996 through the city of St. Petersburg program were economically disadvantaged. Sixty-two of the youth were hired by private sector (non-public) employers. These employers paid half of the youth's wages, with the balance paid by the city of St. Petersburg. This program defines economically disadvantaged as at or below 80 percent of the median income level for the city. The program serves youth ages 14 to 23 with over half (56 percent) of the youth being 18 years or older. Eighty percent of the youth who participated in the program in 1996 were African American and 19 percent were white. Fifty-two percent of the youth were male.

An innovative aspect of this program is its use of participants to assist with program operations. Twelve youth assisted with program operations during the 1996 program. They worked in outreach, intake, job development, as employment counselors, as assistant program coordinator, and as administrative assistant.

This program has two prominent employers: St. Petersburg *Times* and Eckerd College, a private four-year college.

City of Clearwater's Summer Youth Employment Program. The 1996 summer was the fifth summer for this program. All of the 140 youth hired through the summer of 1996 were economically disadvantaged. This program defines economically disadvantaged as residing in targeted, lower income neighborhoods or having an income at or below 80 percent of the median income for the city. Forty-three percent of the youth served were age 14 to 15, 31 percent were 16 to 17, and 26 percent were 18 to 23 years of age. The large majority (81 percent) of youth were African American. Eleven percent were white and the remaining youth were divided between Hispanic, American Indian, and Asian. The program served equal numbers of males and females.

A total of 77 employers participated in the 1996 program. Employers ranged in size from small businesses, such as Eva's Beauty Box to large employers, such as the Florida Power Company.

Program Management and Funding

All three programs are managed and operated by the SDA, Career Options of Pinellas, Inc. The SDA has been involved in the management and operation of each of these programs since their inception.

Pinellas County Young Adult Employment Initiative. According to the county program coordinator, the overarching impetus for this program, which was initiated in 1995, was community-mindedness and a desire to approach summer youth employment holistically. The SDA in Pinellas County and the local mayors and city councils wanted to establish and develop a summer youth employment program that could serve all youth who applied, whether or not they were eligible for Title IIB placement. The concept of developing this type of referral program

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was further supported by the JTPA program's continued emphasis on referring youth who are not eligible for Title IIB to some other service or job source, rather than simply turning them away. This, combined with the reality that the SDA runs out of jobs before they run out of youth, led the SDA to develop this program.

This program does not have an operating budget. Although the program has no direct administrative funding, the SDA is completely responsible for its operation. For this reason, all SDA personnel staffing hours are devoted, as needed (as determined by the program coordinator) to the program. The Jobs and Benefits (Employment Service) office temporarily assigns a full-time staff person to work in the SDA's St. Petersburg office to assist with the program. In addition, Career Options places participants enrolled in the IIB or one of the city programs at all three of the Jobs and Benefits sites throughout the county to assist with youth referrals and placements. All contributions to this program are "in-kind" contributions. The reason this program can exist without funding is due to its linkage with the City of St. Petersburg and City of Clearwater programs. The Jobs and Benefits office provides mailing services, placement services, and job development. The local Chambers of Commerce provide employer lists for recruitment and job development activities. The local media provide public service announcements, articles, and interviews.

This young program has not been formally evaluated. It does, however, collect data on youth who are employed under the program. The information collected is required by the state and includes basic demographic information, geographic information, and level of education.

City of St. Petersburg's Summer Youth Intern Program. The impetus for the program was the 1992 riots in Los Angeles, California. The mayor and city council of St. Petersburg wanted to avoid any local repercussions. The council decided to be very proactive in their approach, so they made the decision to commit city funds to a youth employment program. The council immediately contacted the SDA (Career Options of Pinellas) because they had the most practical experience with youth programs as a result of their involvement with federal employment and training programs. The SDA then took the lead on all elements of program management: solicitation of job openings, monetary contributions, services or in-kind contributions; training/orientation of supervisors/employers; recruitment of youth; pre-employment training/orientation of youth; matching youth with job openings; and monitoring worksites.

The St. Petersburg *Times* and Eckerd College have key roles in the program, providing essential services to the SDA, which contributed to the success of the 1996 program. The St. Petersburg *Times* provides free space to the program for both employer and youth recruitment efforts. Through Eckerd College, the SDA has access to many young people who are students at the college and are eligible for the program. Some of the youth referred had to meet Work-Study program requirements. The college pledged jobs on-campus which meet these requirements. The college paid half the wages and SYIP paid half the wages. The college also provides the SDA with access to other employers through their own job development activities: they inform the SDA of available positions in the community through their job banks. Similarly,

if the SDA receives a job request that it cannot fill through any of their programs, it passes that information on to the college.

The 1996 budget for the program was $200,000, which was provided entirely by the city of St. Petersburg. These program funds cover administrative costs; operating costs (such as printing, postage, supplies, telephone, etc.); participant wages on staff; and half of participant wages for those who were placed in private sector positions. Several in-kind contributions were also made to the program. These included public service announcements provided by the media; mailing lists provided by the Chambers of Commerce; and outreach/planning provided by JTPA staff.

The program is funded out of the city's "general revenues" and is competitively procured. The annual budget is determined by availability of funds and the economic situation of the city. For the years 1992 through 1995, the budget for the program was $250,000 per year. The budget dropped to $200,000 per year for 1996 and 1997.

The program has been evaluated each year by the SDA summer youth program coordinator and the SYIP program coordinator through information collected from employers and youth. Youth are evaluated by their supervisors at two points during the program: a mid-program progress check and an overall evaluation of performance, progress and attitude. At the end of the program, satisfaction surveys are mailed to worksite supervisors. The third piece of the evaluation is the youth' evaluation of the program's design and their satisfaction with the services they received. The annual report on the program is then submitted to the city for review. The program has not been evaluated beyond this annual report, which is reviewed by the SDA and city council and mayor.

The City of St. Petersburg holds a recognition ceremony to honor all participants, employers and worksite supervisors. Awards are given to outstanding youth, supervisors, worksites, and program supporters. Donations toward food and door prizes are secured from area businesses.

City of Clearwater's Summer Youth Employment Program. This program was also initiated in 1992 in response to the LA riots. Much like the City of St. Petersburg program, the City of Clearwater wanted to initiate a program for all youth in their city whether or not they qualified for Title IIB placement. Eligibility is generally determined by targeted areas, rather than by individual income levels, since the city is trying to be sensitive to neighborhood requirements and community redevelopment needs.

The guidelines for this program differ slightly from those of the City of St. Petersburg program. Under this program, wages for a small number of youth are supplemented by employers. The operating budget for this program for 1996 was almost $170,000. These funds were provided by the City of Clearwater and covered administrative costs, operating costs, and participant wages.

The budget for this program also comes out of the city's general revenues and is competitively procured. The operating budget for the program 1992 through 1995 was $150,000 per year. The program's budget is determined by availability of funds and the economic situation.

Each year the program has a recognition luncheon where they recognize private sector employers, as well as youth, for a "job well done." The 1996 event was sponsored by City of Clearwater Human Relations Department, Career Options of Pinellas, Inc., and Barnett Bank.

Enlisting Employers to Provide Job Openings

The SDA is responsible for the job development activities in all three of these non-federally funded programs. Job opening solicitation efforts are coordinated among the programs to the extent possible. The SDA feels that it is important to limit the number of solicitations employers receive from any one source. For example, at the time the SDA is contacting employers concerning the Title IIB program, they also inform them about the other three programs.

Among the array of techniques used for soliciting job openings and other forms of support, SDA staff believe that direct mailings with in-person follow-ups constitute the most productive strategy. The mailouts formalize the process and provide the SDA with a format for discussing mutual benefits for business and the community and potential business benefits such as federal tax credits. The program coordinator described it as "tugging on the business strings instead of the heart strings." He feels that the face-to-face contact "ties a value to the program and a person: it makes it real for the employer." The face-to-face contact "tugs on the heart strings." In his view, in all settings and with all employers, regardless of their size, the visits to the employers are the most successful approach to enlisting employer participation. This is particularly important in enlisting the participation of the smaller employers.

The employers are generally responsive to the need to employ economically disadvantaged youth. However, the coordinator says that the key is not that they are economically disadvantaged; the key is that they are youth who want to work. They do not use this terminology (i.e. "economically disadvantaged) with private sector employers because employers are not interested in the socioeconomic status of the youth, but rather whether they will be responsible employees. To be successful, the program should be marketed as a mutual benefit to the employer and the youth. The employer does not want to feel that the youth is being forced to come to work for them; they want people who want to work.

Pinellas County Young Adult Employment Initiative. In 1996, the job solicitation campaign began in April because the employers tend to want people as soon as possible after they place their job orders. The SDA staff are the individuals primarily responsible for enlisting employer support for this program. This program is slightly different from the other programs in that the SDA secures a listing of employers to contact from the Employment Service. Employers are invited to fax, mail, or call in job orders to either the SDA or the Employment

Service. Thus, both agencies have copies of available jobs for youth to review. However, in this program, as discussed in the section on job matching below, the Employment Service is solely responsible for matching youth with employers.

All of the following techniques for soliciting job openings and other forms of support from the private sector were used in the campaign and will continue to be used: radio/TV public service announcements; direct mail campaign; telemarketing; speakers at business meetings; articles in newspapers; visits to employers; public recognition for participating firms; promotional literature/brochures. While some of the techniques, such as visits to employers, are more successful than others, the SDA feels that they all play a vital role in enlisting employer support.

In this program, employers are unaware of applicants' economic status, since it is illegal for employers to ask this question during interviewing.

Due to the design of the program, employers are not required to pay the youth they hire any more than the federal minimum wage, nor are they required to hire youth for a minimum number of hours. This program does not have a set number of weeks for employment, although it currently only places youth for the summer. The SDA's goal is to develop this into a year-round program. Given the nature of the program, employers can retain youth beyond the summer if they wish.

City of St. Petersburg's Summer Youth Intern Program. For the 1996 summer program, employers were required to pay youth the federal minimum wage ($4.25) and youth worked 30 hours per week, on average, for 8 weeks. This is based on the program's original design, which called for 240 hours of summer employment. This standard was set by the Chamber of Commerce, which wanted a positive experience for youth that was "real world" (i.e., simulated a real life job). The SDA encourages employers to pay more than the minimum wage since they are only paying half of the youth' wages. Employers also pay half of the worker's compensation and FICA for the youth they employ.

The SDA has designed several scenarios for handling the logistics of paying the youth. The most common scenario is for the SDA to pay the youth's full wages and then invoice the employer for half the wages. Invoices can be sent at the end of the summer or several times throughout the summer. The program coordinator feels that the key to the success of this type of program is to remain flexible and to keep everything as simple as possible for the employer. This scenario also works in reverse, where the employer pays all the wages and invoices the SDA for their share.

All worksites must be located within the City of St. Petersburg and the worksites must be certified by the program administrator.

City of Clearwater's Summer Youth Employment Program. This program uses a graduated pay scale: youth 14 to 15 years old earn $4.25 per hour, youth 16 to 18 years old earn $5.25 per hour, and youth 19 years or older earn $6.25 per hour. However, instead of the

employer paying half of the wages as in the City of St. Petersburg program, 20 percent of the employers pay $1.00 of the youth's wages. In 1996, the wages for 32 youth were supplemented by employers. The wages for other youth in the program were paid solely by the program or from city funds.

The program held a luncheon for employers participating in the 1996 program to recognize the private sector employers and participants for a job well done. All participants involved in the program attended in addition to more than 200 supervisors and other representatives from companies that participated. Plaques were given to four participants for showing an exemplary work ethic balanced with a commitment to learning, a positive professional outlook and outstanding work performance. Plaques were also given to five companies for continuous support of the program. Certificates were given to all employers and participants.

Recruitment of Youth

All three programs use the same recruitment process for youth. The recruitment of youth is a face-to-face, coordinated effort among all four summer youth programs operated by the SDA, including IIB. All of the outreach counselors are versed in all of the programs, can provide youth with information about each of the programs and provide them with the correct application forms. When a youth inquires about the programs, the outreach counselor determines if the person is eligible for Title IIB. If the youth is not eligible for or interested in the IIB program, the counselor gives him/her an application for one of the other programs. This method of early determination of eligibility and interest lets youth know for which program they are applying. The program coordinator feels that the recruitment process goes more smoothly if "applicants understand the program for which they are applying."

Generally, recruitment for the summer programs begins in February each year. Pre-applications are first made available, by mail, to those youth who participated in the two city programs during the prior year. The SDA then uses word of mouth, public service announcements on radio/TV, announcements/flyers in school, and posting of notices in communities to inform other youth about the programs. The SDA believes that its recruitment techniques are effective since they have more applicants than job openings.

Pinellas County Young Adult Employment Initiative. This program does not use any targeting criteria. Youth only need to be residents of the county and between the ages of 14 and 25 to be eligible for the program.

City of St. Petersburg's Summer Youth Intern Program. To participate in this program, youth must be residents of the City of St. Petersburg, be 14 to 23 years of age, reside in a home with low to moderate income (gross income cannot exceed 80 percent of the city's median income as adjusted for family size), and have the desire to work and be prepared to work at least 30 hours per week. After the pre-application is submitted, the youth is mailed a letter designating an appointment time to meet with a counselor. The letter is accompanied by

information describing the documentation necessary to complete the youth's application to the program. Youth are asked to bring this information to their interview. Most of the appointments are conducted during evening hours to make access easy for the applicants. The appointments are conducted at sites throughout St. Petersburg; applicants are able to choose their site. Applicants age 14 to 17 are also referred for basic skills testing. Scores from this test are used to help determine appropriate placement within the program. This process also helps the SDA identify those youth not placed with this program who might be referred to the IIB program for academic remediation.

Once eligibility is established, youth are interviewed by program staff. Referrals to potential employers are made based on the individual's skills, interests and available transportation. Eligible youth specifically requested by employers are referred as appropriate. Written referrals are given to youth and shared with the potential employer. After an in-person interview with an employer, supervisor-signed referrals are returned to the SDA indicating that the employer has approved the placement. Youth are then given a placement sheet, scheduled for an orientation/training session, and introduced to their employment counselor, (i.e., their SDA contact).

Employers have the right to interview multiple candidates and select the one who best meets their needs. Youth also have the opportunity to accept or refuse job offers.

City of Clearwater's Summer Youth Employment Program. In 1996, the Clearwater program kicked off the recruitment campaign by mailing 200 letters and pre-applications to youth who participated in the 1994-95 program and students who received free and reduced-price lunches in the Pinellas County School System.

The program serves youth age 14 to 23 years living within the City of Clearwater who meet eligibility criteria (e.g., family income at or below 80 percent of the city's median). Youth living in the North/South Greenwood and Condon Gardens areas, which are low-income neighborhoods, are automatically eligible for the program and do not need to provide income information for verification.

Pre-Employment Training and Orientation of Youth

The requirements of pre-employment training and orientation of youth are different for the three programs.

Pinellas County Young Adult Employment Initiative. The SDA does not require any pre-employment training or orientation as a part of this program. Youth are hired directly by the employer.

City of St. Petersburg's Summer Youth Intern Program. All youth are required to attend an orientation session prior to entering employment. If they fail to attend, they cannot begin working. The orientation lasts two hours for which the youth are paid. In 1996, the theme of

the orientation was "Expectation, Responsibility & Reward." This session keyed on employers' expectations of the youth as employees and the responsibilities that accompany employment. Participant rights and grievance procedures were also discussed. The SDA feels that orientation is critical to preparing the youth for what often is their first real work experience.

Generally, several large group orientation sessions are held on Saturday mornings at a central location in the city, providing easy access for those using public transportation. Smaller groups and one-on-one sessions are also held at the SDA office to accommodate individual family needs.

Eckerd College felt that the program was effective in preparing youth for the job; they have been satisfied with the referrals they have received.

City of Clearwater's Summer Youth Employment Program. A three-hour mandatory orientation and employability classroom training session, conducted by program staff, is required for all youth participating in this program. Youth are paid for their time at the orientation and cannot be placed in a job unless they have completed the orientation.

As part of the orientation, each participant receives an orientation packet. The packet includes materials on the following topics: participant rights and responsibilities; work behavior and attitudes; sexual harassment explanation; child labor laws explanation; placement sheet explanation; City of Clearwater/Career Options staff; employability skills and work experience classes; how to get a paycheck; how does youth check get written and when; information on the Youth Builders of Clearwater, Inc. program; and a calendar for June, July, and August showing timesheet dates, paydays, and the last day of the program. The packet also includes a signature sheet verifying that the youth had attended the orientation session.

Matching Youth with Job Openings

Pinellas County Young Adult Employment Initiative. The Employment Service is responsible for matching youth with employers under this program. As noted earlier, youth do not have to be economically disadvantaged to participate in this program. At their intake interview, youth indicate their interests and job preferences. These are taken into consideration when the Employment Service job counselor gives them their job referrals. Youth are not referred to jobs that they are not interested in or for which they are not qualified. For example, a youth may want an outdoor job for the summer. In this case, the Employment Service would not refer the youth to an office job.

Several youth may be referred to the employer. It is then up to the employer to decide if the youth matches their needs. Youth also have the option, under this program, of turning down a job offer.

The program staff keep track of how many youth are placed through the program by asking youth to report back to the job counselor concerning the outcome of their interview. If the youth does not call in, the Employment Service job counselor follows up with the youth to see if they were hired.

City of St. Petersburg's Summer Youth Intern Program and City of Clearwater's Summer Youth Employment Program. In both programs, matching is the responsibility of the program staff. Matches are made based on the individual youth's skills, interests and geographic location (i.e., how far the job is from their home). If it is too difficult or too far for the youth to get to work, it has been the staff's experience that they will not stay with the job.

Employers and youth are involved in the job matching process. The employers' role in the matching process is to interview the applicants referred to them by the program and select the youth that best meets their needs. However, the employer is not required to select a youth from those referred if they do not feel any of the youth are qualified. Besides expressing their interests, each youth's role in the process is to decide if they will accept the job. They are not required to accept a job offer.

Eckerd College felt that the SDA and program staff were highly effective in meeting their job specifications and were very responsive in addressing problems that arose.

Work Experience of Youth Under the Program and Monitoring of Worksites

Pinellas County Young Adult Employment Initiative. A majority (65 percent) of the youth were employed in office or clerical type jobs. Five percent each were employed in: hospital/health service; restaurant/food service; retail sales; building maintenance, custodial repair; grounds landscaping/conservation; and child care (occupational employment in all three programs is summarized in Table B). The hourly wage range was $4.25 to $7.50 with the average wage being $5.00, and youth worked 30 hours per week on average.

In addition to the 95 employers who hired youth for summer jobs, 10 employers provided services or other in-kind contributions to the program. Approximately 95 percent of the employers who hired youth were private, for-profit firms and 5 percent were non-profit organizations. Forty percent of the employers were small businesses (fewer than 25 employees). Thirty percent of the employers were medium-sized (between 25 and 100 employees) and 30 percent were large employers.

The program staff do not monitor the worksites under this program. Once the youth is placed, the SDA/ES is no longer involved.

City of St. Petersburg's Summer Youth Intern Program. A total of 43 employers participated in the 1996 program. All employers hired youth, and 5 percent also provided services or other in-kind contributions. Forty percent of the employers were private, for-profit firms, 45 percent were government agencies, and 15 percent were non-profit organizations. Half

of the private, for-profit firms who hired youth were medium-sized companies, 35 percent were small employers and 15 percent were large firms. The private, for-profit firms paid half of the youth' wages. The largest percentages of youth were employed in clerical and recreation jobs (Table B).

Table B. Number of employers and types of jobs provided, by program

	Pinellas County	City of St. Petersburg	City of Clearwater
Number of private sector employers	Unknown	15	77
Type of job			
Office/clerical	65%	23%	65%
Hospital, health services	5		15
Restaurant, food service	5	1	1
Retail sales	5		10
Recreation, campus, playgrounds		36	
Construction work			2
Building maintenance, custodial repair	5	12	5
Grounds landscaping, conservation	5		2
Libraries, museums		2	
Child care	5	3	
Other		23	
Don't know	5		

The St. Petersburg Times is the largest employer in the program. During 1996 they hired 20 youth who worked in a variety of jobs ranging from office/clerical work to work in the plant. Youth over 18 years of age were also employed on all shifts at the plant.

Twelve of the youth who applied to the program were selected to assist with program operations in the city of St. Petersburg. Two youth of these youth worked full-time on outreach activities, distributing applications to the community, making presentations on the program services, conducting intakes and assisting with program "set up" activities. Three youth worked part-time conducting initial family screening for eligibility, completing all necessary forms and informing family/applicants of the process leading to enrollment. One youth worked part-time contacting public and private sector firms to solicit pledges of positions. This individual also

served as the liaison between the SDA and the employers and completed paperwork certifying the terms of the Worksite Agreement.

Four youth worked full-time as employment counselors, arranging and conducting the program interview and making referrals to employers. Counselors were key to the tracking of referrals and placements and in assisting the program coordinator with orientation of youth. They completed most program paperwork, recording the status of employment and progress/problems at worksites. They also served as liaison between the SDA and worksites/supervisors and were troubleshooters for all enrolled youth. Counselors conducted supervisor orientations, distributed timesheets and delivered youth paychecks, and assisted with supervisors' middle/end of program evaluations of youth. The selection of counselors is based on education and experience.

One youth worked full-time as assistant program coordinator. This position involved supervisory duties, in the absence of the program coordinator. One youth worked full-time as an administrative assistant. The person in this position was responsible for all clerical duties for the program, including computer and participant tracking duties, and was responsible for producing flyers, hand-outs and locally developed forms.

Ten students were hired by Eckerd College during the 1996 program. These youth were involved in a variety of office jobs. One youth worked in the comptroller's office and was exposed to the budget process, which included developing the student's computer and spreadsheet skills. Two youth worked with professors, which exposed them to research work. Youth assisted professors in locating articles in the library. The remaining seven youth learned office operations and developed or enhanced their computer skills. All youth were reported to have acquired a better understanding of the discipline of the workplace as a result of their placement at the college. The college felt that all the youth improved their interpersonal skills, increased interest in career plans and goals, and developed their occupational skills.

This program is monitored by program staff. At least every other week, and preferably weekly, program counselors visit each site when they pick up timesheets. The frequency of visits can be influenced by the employer. If the employer does not want the program counselor on site every week, they only visit every other week when the counselor picks up timesheets. If necessary, youth can reach their employment counselors by telephone.

City of Clearwater's Summer Youth Employment Program. Seventy-seven employers participated in the 1996 program. The majority of these employers were private for-profit companies. The employers hired 141 youth of whom 65 percent were placed in office/clerical jobs. Fifteen percent of the youth were placed in jobs in the health service industry and 10 percent were in retail sales. The remaining 10 percent were in maintenance, landscaping, construction and food service occupations.

Youth participants work 30 hours per week over a 6-week period. The program generally operates from mid-June through the end of July. The pay scale is graduated so that the older youth earn more than the minimum wage. Youth age 14-15 earn minimum wage ($4.25 in

1996), youth 16-18 earn $1.00 over the minimum wage ($5.25 in 1996), and youth age 19-23 earn $2.00 over the minimum wage ($6.25 in 1996). These rates will increase for the 1997 program due to the increase in the federal minimum wage.

The program is monitored by program staff. They visit worksites at least once a week and are available for phone calls at all other times. A unique feature of their monitoring and assessment is their use of a parent survey so that parents can indicate what the program mean to their children (Exhibit A).

Private Sector Participation in IIB Program

In the IIB program, private sector employers' participation in last summer's program was limited to hosting field trips for IIB enrollees and providing guest speakers on the world of work at IIB pre-employment training sessions.

Best Practices/Lessons Learned

The coordinators of the three programs offered the following guidance to other SDAs undertaking the development of private sector summer employment programs for youth.

First, they said, to set up a private sector program, publicity is needed and this requires the participation of influential individuals in the community, such as businesspeople and politicians. One needs to market the benefits to youth and to employers. Second, for a private sector program to be successful, it is necessary to do "a lot of fact-to-face; one-on-one job development," along the following lines: the SDA sends out an interest letter, and after this is returned by the employers, the SDA staff contact them to set up one-on-one meetings to discuss the different programs. Once the employers agree to be involved, one needs to provide services and professional follow-up. "Always remember," the staff advise, "Employers will come back if you treat them right." A critical ingredient is meeting their hiring specifications.

Third, participation should be made as simple as possible. For employers "you have to keep administrative burden to a minimum. They should not have burdensome recordkeeping. It also has to be simple for youth. There cannot be a lot of paperwork, not a lot of eligibility requirements, and it has to be streamlined -- come in, apply, and start looking for jobs."

Fourth, when recruiting youth for the program, the coordinator said, "you can't go in with the attitude of what you're going to do for somebody; how you're going to fix them. You have to go in with an attitude of, and presentation of, benefit." Youth also have to have some say in their job placement. If they do not like the job, they have to be able to veto it.

Fifth, employers should be included in curriculum development for pre-employment training and the employer should have the opportunity to interview youth when the SDA refers to them.. You have to "go to employers and find out what they want taught" and let

them decide if the youth matches their needs. The SDA should also pay youth for the time they spend in orientation/pre-employment training and make the training mandatory.

Sixth, the program has to be documented. For example, you have to be able to "justify why one person was placed in a job and another was not, even if the reason is that they got here first."

Seventh, don't try to "reinvent the wheel," avoid duplication of services, and work closely with other institutions, like the Employment Service.

They also feel that it is important to recognize important contributions to the program. They consider that their recognition luncheon events are important because they demonstrate the positive partnership established between the SDA (Career Options) and the private sector employers in the city of Clearwater. (Youth are also recognized at this event.)

Overall, it is important to remember that the program is "employer driven."

The SDA wants to approach youth employment holistically, which is why they have not limited their program to economically disadvantaged youth. By keeping the programs open they are better equipped to serve youth who might miss the eligibility threshold by a small amount.

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Exhibit A.

PINELLAS PRIVATE INDUSTRY COUNCIL/WORKFORCE
YOUTH BUILDERS OF CLEARWATER, INC. // CLEARWATER SUMMER YOUTH - PARENT/PROGRAM SURVEY

Participant Name:_____

*****PLEASE CHECK ALL THAT APPLY:**

1) How did you hear about the Clearwater Summer Youth Program? Check all that apply:
Newspaper ____ Rec. Center ____ TV ____
School ____ Word of mouth ____ Other (Pls. specify)____

2) As the parent, what benefit was the Clearwater Summer Youth Program to your child(ren)?
Self Esteem ____ Attitude Improvement ____
Career Plans ____ Savings/Money Management ____
Return to School ____ Other (Pls. specify) ____

3) What benefit, if any, was the Clearwater Summer Youth Program to your family?
School Clothing/Supplies ____ Child Care ____
Family Expenses ____ Other (Pls. specify) ____

4) If your child had not enrolled in the Clearwater Summer Youth Program, what would they be doing during the summer?
Sitting at home ____ Getting in trouble ____
Baby-sitting ____ Hanging out ____
Volunteering ____ Other (Pls. specify) ____

5) How do you feel your child(ren) was treated during the program?
Good ____ Fair ____ Poor ____

6) How do you feel your child(ren) was treated on the job?
Good ____ Fair ____ Poor ____

7) Please share any comments or suggestions you may have: _____

_____ _____
Parent Signature Date

_____ _____
Counselor Signature Date

White - MIS Canary - Clearwater Center Pink - Parent

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Private Sector Initiative
Columbus, Ohio

Overview

The Columbus metropolitan area, with the city of Columbus--the state capital--as its urban core, has a population of 1.4 million. The area's unemployment rate is quite low, averaging 2.8% in 1996. Although the area has pockets of poverty, it has an overall poverty rate lower than the national average and an above-average family income level.

Columbus' Private Sector Initiative, begun in 1991, is operated by the Columbus and Franklin County Private Industry Council (PIC), which also administers the IIB program. In 1996, of 325 applicants for nonsubsidized employment through the Private Sector Initiative, 205 were placed. All the youth served by the Private Sector Initiative are IIB-eligible and come from the same applicant pool. Nearly all (98%) of the youth in the program in 1996 were between 18 and 21 years old. The other 2 percent were aged 16 or 17. Nearly three-fourths (73%) of the youth were African American, and 25 percent were white. The program is specifically designed to assist economically disadvantaged youth to obtain private sector employment.

In 1996, all of the PIC's youth programs served about 900 youth--525 through the JTPA Title IIB program, 125 through state or local government-funded programs, and 205 through the private sector program.

Approximately 150 employers were contacted to secure job openings in 1996 and, of those contacted, 32 actually hired youth for the nonsubsidized summer employment program (30 were private for-profit firms and 2 were nonprofit organizations). Most (22) of the employers were large, with more than 100 employees. Of the others, 5 were small employers (fewer than 25 employees) and 5 were medium-size employers (25-100 employees).

This program is remarkable in that with a minimal budget of $20,000 and a staff of only two coordinators, it was able to place more than 200 economically disadvantaged youth in private sector employment in 1996. The coordinators themselves were hired from the JTPA Title III displaced worker program and brought valuable marketing skills to the task of recruiting employers.

Most of the jobs in this program are not, strictly speaking, summer jobs. While the youth are hired in the summer, the jobs they fill are entry-level full-time and part-time positions offering the youth an opportunity to continue working permanently beyond the summer.

Since its inception in 1991, the average number of placements has been around 100 youth per year. In 1996, the program placed more than 200 youth and the goal for 1997 is to place at least 300 youth.

Program Management and Funding

The Private Sector Initiative was started in 1991, "a result of reduced IIB funding and the need to serve a large group of people in need for which no funding was available," according to Summer Youth Project Coordinator Debra Shinoskie. The PIC's Assistant Director originated the concept, and the Summer Youth Project Coordinator at that time and his staff launched the effort.

The initiative began with the development of a target list of employers compiled from companies that had used PIC services, referrals by members of the PIC board, and employers in the community that staff felt were likely to have job openings. The PIC designed a job order form that was used to acquire basic information from employers about open positions. The PIC also created a referral form to aid in tracking and follow-up. The business community was viewed by the PIC as a partner that could be persuaded to provide nonsubsidized employment opportunities.

The Private Sector Initiative has always been administered by the Columbus and Franklin County PIC. In 1996, the PIC hired two persons as temporaries--referred by the displaced worker program--for full-time work during the spring and summer to serve as Private Sector Initiative coordinators. The temporary project coordinators were supervised by the Summer Youth Project Coordinator, who oversees both the public and private sector youth programs. The two coordinators were responsible for recruitment of employers and youth, matching youth with private sector job openings, planning and implementing job fairs, and otherwise addressing employers' concerns.

The program has collected data manually about the youth employed under the private sector summer program. Data items collected include company hire date, type of work, and hiring wage. The manual system is viewed as cumbersome, and a computerized system is planned for 1997.

The PIC's Title IIB allocation from the State in 1996 was about $1.1 million, of which $300,000 was transferred to Title IIC, leaving about $800,000 for Title IIB. Of the IIB funds, $25,000 was earmarked for the Private Sector Initiative, but actual expenses for 1996 were only $20,000, covering the salary of the two temporary workers and program expenses such as travel reimbursement and job fairs. Title IIB funds have been the only source of funding for the Private Sector Initiative. The Initiative has not relied on the private sector for funding or leadership. The private sector is asked only to provide job openings and hire program referrals. For 1997, a larger Private Sector Initiative budget is sought to provide for three coordinators and one secretary, and to increase staff salary levels.

Enlisting Employers to Provide Job Openings

The 1996 Private Sector Initiative job solicitation campaign began in May. The program staff was responsible for soliciting the major portion (94%) of participating employers. In addition, the Mayor provided a list of employers to contact and the PIC Board also made some referrals. (This year, the program will kick off its campaign in April because an extra month is thought to be needed to familiarize employers with the program and to secure job openings appropriate for youth on a timely basis).

According to the Summer Youth Project Coordinator, the Private Sector Initiative coordinators were the program's "strong suit." The women hired were former teachers who also had marketing experience, which made a critical difference in their work as coordinators. The Summer Youth Project Coordinator noted that "sales and marketing specialists know how to 'sell' the company, re-establish and maintain positive working relationships, follow up effectively, and accommodate the customers. Marketers and salespeople understand that 'if I don't perform, I don't eat.'" She added that to increase chances of running a successful program, it is necessary to hire such "appropriately experienced" individuals.

The program used the following channels to solicit job openings, and based on their experience would use them again: radio/TV public service announcements; direct mail campaigns; telemarketing; articles in newspapers; program staff visits to employers; public recognition for participating firms; and promotional literature and brochures. Telemarketing and visits to employers were considered the most effective because the staff doing the selling were enthusiastic, informed marketers. The Summer Youth Project Coordinator believes that companies are more likely to remember person-to-person contacts than letters or public service announcements. Personal contact also gave employers a familiar person to contact for questions, problems, and openings. The personalized service was reported to work well with firms of all sizes. Many of the employers were new to the program. However, some employers had participated in earlier years. For them, the program coordinators reestablished and maintained positive working relationships.

The PIC assumed responsibility for pre-employment communications with firms, including training of youth, referrals, matching, and any problems or concerns associated with those activities. Once a company hired a youth, however, it was understood that the company would handle all employment issues from that point on. The PIC has attempted to minimize post-hiring problems by selecting appropriate candidates with pre-employment coaching prior to referral.

The employers who were interviewed for this study--Sears and Ticketmaster--said that the most effective promotional technique in reaching them was personal contact by the program staff. Each employer hired three to four workers. Both employers said they would participate again in 1997. They also said that the factors most important in motivating them to hire youth under the program were that they needed additional help to handle their workload and they wanted to recruit youth for possible future employment.

According to the Summer Youth Project Coordinator, employers were generally willing to employ economically disadvantaged youth because of the persuasive marketing by the coordinators, who focused on the youth's personality traits and skills. Most employers did not know that they were hiring economically disadvantaged youth. They simply felt they were hiring good or excellent candidates. The youth's acceptability was helped by the program staff's requiring that youth attend pre-employment training and then sending only those candidates they believed were qualified.

The only requirement placed on the employers by the program was that they pay at least the minimum wage. No special effort was made to secure higher skilled or more career-oriented job openings. The program coordinators sought both seasonal positions and permanent entry-level positions for youth in the program.

In a related initiative, the PIC worked with The Limited, a locally-based national retailer of clothing, to provide limited internships for youth in the area. The internships involve seven weeks of training during the school year provided by The Limited, leading to full-time employment during the summer and part-time employment in the fall. In 1996, eight Private Sector Initiative youth participated, earning a starting wage of $4.50/hour as interns and increasing to $7.50 as regular employees.

Some employers participate in job fairs, and one even paid for the facility used for a large job fair. A couple of employers have also held company-specific job fairs at the summer youth offices. At these job fairs, youth complete applications and interview with employers, and may receive job offers, all at a single central location.

Recruitment of Youth

The program began recruiting young people for the 1996 program in late May. The program coordinators were responsible for recruitment. Word of mouth is one of the chief recruitment methods for the program; youth who have been served by the program praise it and recommend it to their friends. Announcements in the schools is the other principal recruiting approach. Announcements of job fairs were faxed to schools (particularly to industrial education and cooperative education teachers). At the job fairs, which were planned and implemented by the program coordinators, youth apply for specific openings and have in-person interviews with employers.

Youth were also advised of the program at the orientation for the IIB program. At the orientation, they were told that about half of them would be placed in subsidized employment. (There were more than 900 applicants for about 525 subsidized jobs.) Those not slated for subsidized employment would be considered for private sector jobs. Youth were advised at the outset that most private sector employers were interested in hiring older youth, ages 17-21. The Private Sector Initiative did not exclude youth aged 14-16 but staff explained that, due to employers' needs, liability issues, insurance, and child labor law constraints, most employers

would not consider younger people. Prior experience was not required by the program, but having work experience increased youth's chances of securing a private sector position.

Intake for both the subsidized IIB and the Private Sector Initiative programs takes place at the PIC offices where, initially, a receptionist asks all youth to fill out a pre-application form which is then forwarded to the program coordinators. The pre-application form is used by the coordinators to determine the youth's basic eligibility for the programs. The coordinator asks applicants who are deemed eligible to complete a two-page intake form that includes a statement of interests and a review of the youth's work experience, educational attainment, and grades. The eligibility criteria for both programs are the IIB criteria: the youth have to be economically disadvantaged and between the ages of 14 and 21. All eligible applicants are required to attend pre-employment training. Youth are also tested using the Test of Adult Basic Education (TABE) to determine their reading and math skill levels.

In most cases, youth referred to the Private Sector Initiative program were those who were not served by IIB because there were more applicants than there were IIB openings. Some applied too late to be considered for IIB and others were only interested in private sector employment.

Pre-Employment Training and Orientation of Youth

Youth who were candidates for the IIB and Private Sector Iaitiative programs attended the same pre-employment training sessions. The Summer Youth Project Coordinator and the Private Sector Initiative program coordinators were responsible for providing the training, which lasted 4-6 hours. Topics covered in the training included attendance and punctuality, appropriate dress, interviewing techniques, telephone skills, other communication skills, and how to take advantage of opportunities to "network" for future job opportunities. Some of the most important points for youth to come away with are distilled in Exhibit A.

The Summer Youth Project Coordinator noted the use of an "official rulebook" as an especially effective training tool. The rulebook is designed to inform youth about the rules of the workplace, similar to using a rulebook for football. The rulebook instructions speak to youth on their level, with examples to which they can relate.

Matching Youth with Job Openings

Program coordinators for the 1996 Private Sector Initiative had primary responsibility for matching youth with employers.

All private employers provided specifications, orally, for their job openings, using a job order form; 10 percent also provided written specifications. The large majority of employers (90 percent) required that youth be at least 18 years old. Half of the employers required previous work experience and/or certain skills. Ninety percent of employers required particular personality traits, such as maturity and the ability to speak clearly.

Youth were asked to indicate their interests, preferences, work history, and skills as part of the intake process. Youth were assessed and matched by program coordinators with the specifications in the job orders based on the youth's age, prior experience, educational level, motivation, transportation availability, and marketable skills.

Approximately 80% of employers interviewed the youth referred before making a hiring decision. Some of the interviews took place at job fairs which were held at the Summer Youth offices to facilitate employer interviews with candidates. Those youth who either fail to attend pre-employment training, do not go to a scheduled interview, or do not attend an employer's orientation, are dropped from the program until they can persuade staff that they are serious about working.

Two employers interviewed for this report, Sears and Ticketmaster, praised the PIC for its efforts in working with employers, but gave the youth who were referred by the program mixed reviews. One of the employers interviewed said it was unfortunate that most youth who were referred through the program appeared to be unemployable--they did not want to work, were not job-ready, did not have basic education skills, and/or did not show up for orientation or work. The other interviewed employer thought that the PIC might need to strengthen pre-employment training with respect to work ethic standards and interviewing techniques.

The Private Sector Initiative's coordinator responded that one problem for most private sector employment programs serving economically disadvantaged youth is that there will always be some youth who cannot be motivated by any amount of pre-employment training and others who cannot overcome certain employment barriers, thereby possibly diminishing a program's reputation for referring well-qualified job candidates. She felt that efforts need to continue to provide better screening and job preparation techniques.

Work Experience of Youth Under the Program and Monitoring of Worksites

Nearly half of the nonsubsidized jobs in 1996 were in retail sales (45 percent), with the remainder in building maintenance/custodial/repair, housekeeping, warehousing, hospital/health services, and restaurant/food service jobs. Wage rates ranged from $4.25-$8.00 an hour, with an average wage rate of $6.00 an hour. Youth were employed an average of 35-40 hours a week. Because most jobs were not seasonal, but entry-level permanent positions, the duration of most employment was indefinite.

The program coordinators did not monitor the worksites in person during the course of the summer. However, they did telephone and fax employers for follow-up information, attempting to keep a running list of where youth were placed.

Private Sector Participation in the IIB Program

Because the Private Sector Initiative is funded with Title IIB funds, the private sector can be said to have participated in the IIB program.

Best Practices/Lessons Learned

The staff of the Columbus Private Sector Initiative offered the following advice to communities undertaking private sector summer employment programs.

Initiating the program. The private sector effort should not be viewed as solely a summer program. Rather, it should focus on building long-term relationships between the PIC and employers by selling its clientele, disadvantaged youth, to employers. It is important to recognize that the program cannot fill any and all openings with its clients.

Program management. The individuals hired as private sector initiative program coordinators benefited the program by having marketing and sales experience. Their mission is to sell the program as an answer to employers' need for entry-level employees. These key staff should be expected to maintain ongoing personal contact with employers, following up regularly to keep employers well served. The program should provide youth with rigorous employment preparation classes and should not be afraid to "drop" youth who do not properly follow through when referred for interviews and placement.

Filling employers'job openings. A program should not just offer to screen youth for employers, but should always follow screening by sending only qualified candidates to employers.

Pre-employment Training. Tie important points in the pre-employment training to experiences to which youth ages 14-21 can relate.

Transportation. Transportation is a crucial issue in the job development and matching processes. Youth may have good intentions, but if they can't get to work regularly, they can't do the job.

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Exhibit A.

COLUMBUS' PRIVATE SECTOR INITIATIVE:
17 POINTS FROM PRE-EMPLOYMENT TRAINING

1. It's silly to expect that you can "win" any game if you don't know "how" to play it.

2. Remember your audience. As adults, we may not always understand what youth are saying, but we understand an ATTITUDE every time. Assertive does not mean aggressive or abusive.

3. Eyes are the windows to the soul. If you can't look someone in the eye while speaking, you are automatically mistrusted. Be careful of what you say. Think before you speak. Once your words are loosed on the world, they are out there forever. People may forgive you, but they *never* forget. Omar Khayyam says, "The moving finger writes; and, having writ, moves on: Nor all your piety nor wit shall lure it back to cancel half a line, nor all your tears wash out a word of it."

4. A sincere smile will defuse a tense situation.

5. Supervisors should let you know how you are doing at least once a week. If they don't, use your mouth to ask, "How am I doing?" and, "Is there anything else I can do to be of help?" It's a learning experience - if you mess up, "own it."

6. You're not expected to know something until you are taught it. You cannot be in trouble for <u>not</u> doing something that no one ever told you told you to do. If you think you have a good idea, better method, etc., for doing a task - Ask *first* if it is okay. As Knute Rockne said, "Never ASSUME anything or you'll make an <u>A</u> * * out of <u>U</u> and <u>ME</u>!

7. You are not the boss. If you are given a direct order, do it *first*, ask questions later. The only time you may do otherwise is if the order puts your health or safety in jeopardy.

8. Thinking about where you and your boyfriend/girlfriend will go this weekend and how you're going to spend your paycheck, instead of focusing on work while at work will cause you to miss important information and make mistakes.

9. People expect you to do what you say you'll do. An employer is no different. If you can't be there or will be late, call immediately! Anything else is disrespectful and insulting.

10. Like Michael Jordan - strive to be the best <u>you</u> can be. Look at a new job as a challenge. In a final interview, artist Georgia O'Keefe was asked by a young reporter, "Miss O'Keefe, where did you ever get the courage to go against public sentiment and start this new and sensual genre of art?" She replied, "Courage?! Young man, I've never had courage. I've been scared to death all of my life. I just never let it stop me!"

11. Listen - Think - Count to three and then answer. Be patient - allow yourself time to digest and reflect before jumping in with both feet or blurting out something that you may live to regret.

12. Maintaining a sense of humor will serve you well throughout life. It humanizes you and defuses tense situations. Why do we all love Sinbad? He's FUNNY!

13. Allow an extra 20-30 minutes to your schedule in case the bus runs late, traffic is heavy, etc. LATE IS LATE! You must be at your appointed station and ready to work at your starting time - nothing else is acceptable.

14. ON DRESS - Show up on the first day as if going to an interview for a job you *really* want. If more casual dress is appropriate, let your boss tell you that. Never assume. Some items of apparel are *never* acceptable no matter how casual the dress.

15. Working fast is great but not at the expense of accuracy.

16. Report ALL accidents or injuries. Some things that seem minor now can turn into problems later. Worker Compensation can refuse to pay for injuries that were not officially reported in a timely, efficient manner.

17. As Spike Lee says, "Do the Right Thing." If you're ever in a quandary over what to say or do, ask yourself, "Would my mama and grandmama be proud of me if they knew I was about to say or do this?" If the answer is NO - DON'T GO THERE!!

The STEP-UP Program
Milwaukee, Wisconsin

Overview

Milwaukee's STEP-UP program, operated by the Milwaukee County PIC, which serves Milwaukee and its surrounding county, is an incentive-driven program that rewards youth with private sector jobs for good school attendance and grades. It operates year-round, emphasizing to students the relationship between academic achievement, regular attendance, appropriate behavior, and successful employment. The program is designed to provide a progression of job readiness training, summer and after-school work experience, and counseling in order to achieve a smooth transition from high school into private sector employment or postsecondary education. More than 3,500 young people had jobs with private employers through STEP-UP in 1996. This large program operates in a county with over 1 million workers in the city-county labor force and an unemployment rate in the 3-1/2 to 4-1/2 percent range, well below the national jobless rate.

A notable feature of this program is the central role the schools play. STEP-UP coordinators work with students in all of the public and private middle and high schools in Milwaukee County. Further, the program is "not for summer only," but encourages year-round part-time work as long as it does not interfere with schoolwork. Youth are offered two types of employment situations: non-subsidized jobs in the private sector, which are more likely to offer a chance to continue year-round, or publicly funded jobs in community-based organizations and government agencies, most of which are summer jobs. The subsidized employment prepares the younger and inexperienced youth, usually 14- and 15-year-olds, by giving them their first exposure to employment, and by teaching necessary job skills. More experienced and job-ready youth (age 16-21) are referred to private sector employment.

In 1996, the program's eighth year, 4,979 youth participated in STEP-UP. Of those, 1,002 were in the IIB program, 300 were in state/local government-funded positions, and 3,677 were in the private sector component of STEP-UP. More than 90 percent of the youth served were economically disadvantaged under JTPA provisions. Among the 3,677 youth placed in private sector employment, about 10 percent were age 14-15, 74 percent were age 16-17, and 16 percent were age 18-21. Fifty-six percent were female; 27 percent were white, 56 percent were African American, 12 percent were Hispanic, 2 percent were American Indian, and 4 percent were Asian.

The number of private sector hires have increased over the years, from 752 in 1989 to a high of 4,392 in 1994. The number of private sector employers has steadily increased each year, from 306 in 1989 to 1,193 in 1996. The two tables on the following pages neatly summarize program growth.

Table A. Student Placements, 1989-1996

PRIVATE INDUSTRY COUNCIL OF MILWAUKEE COUNTY, INC.
STEP-UP PROGRAM

STUDENT PLACEMENTS, 1989-1996

YEAR	PUBLIC SECTOR HIRES	% OF TOTAL	PRIVATE SECTOR HIRES	% OF TOTAL	TOTAL STUDENT HIRES
1989	1,762	70.1	752	29.9	2,514
1990	2,392	64.9	1294	35.1	3,686
1991	1,845	49.7	1871	50.3	3,716
1992	1,913	42.5	2590	57.5	4,503
1993	2,029	35.6	3670	64.4	5,699
1994	1,801	29.1	4392	70.9	6,193
1995	985	24.3	3071	75.7	4,056
1996	1,002	21.4	3677	78.6	4,679
TOTAL	13,729	39.2	21317	60.8	35,046

Table B. Private Sector Employers, 1989-1996

PRIVATE INDUSTRY COUNCIL OF MILWAUKEE COUNTY, INC.
STEP-UP PROGRAM

PRIVATE SECTOR EMPLOYERS, 1989-1996

YEAR	PUBLIC SECTOR EMPLOYERS	% OF TOTAL	PRIVATE SECTOR EMPLOYERS	% OF TOTAL	TOTAL STUDENT HIRES
1989	48	11.7	306	88.4	346
1990	78	14.3	468	85.7	546
1991	82	12.2	592	87.8	674
1992	111	12.7	762	87.3	873
1993	98	9.9	882	89.1	980
1994	180	9.3	972	90.7	1,872
1995	43	4.1	1017	95.9	1,060
1996	43	3.5	1193	94.5	1,236
TOTAL			6192		

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A foundation of the STEP-UP program is its staff of coordinators, who are school-based. Fifteen STEP-UP coordinators were located year-round in the Milwaukee public schools under the 1996 program. Each coordinator is located in one school, usually a high school, but also is responsible for the nearby middle schools, alternative schools, and parochial schools, making regular visits to them. The coordinators are involved in recruitment of youth for the program, processing of applications, job solicitation, pre-employment training, and job matching. Adopting a case management approach, they work with the youth as individuals who are progressing in their work and schooling over several years. The coordinators also work to develop partnerships between private firms and the schools in their areas. For example, Johnson Controls (a manufacturer of plastics, automotive batteries and systems, and controls for energy use), one of the firms interviewed for this report, adopted a high school about 5 years ago. The company works closely with the coordinator at that school providing jobs for students, assisting with jobs fairs, and participating in mock interviewing at the school.

Program Management and Funding

The STEP-UP program began in 1989, when a group of youth service organizations and government agencies were brought together by the County Executive, the Mayor of Milwaukee and the Superintendent of the Milwaukee Public Schools to better coordinate services for youth. The concept was to create a single program easily identifiable throughout the community.

The Milwaukee County PIC took the lead in implementing the STEP-UP program because the PIC was the primary source of funding for summer youth programs and because of its traditional involvement with the business community. The Greater Milwaukee Committee, the Metropolitan Milwaukee Association of Commerce and other major business groups cooperated in recruiting employers.

The major goals of the STEP-UP program are: (1) improving academic performance, school attendance, and general behavior of Milwaukee County youth, (2) increasing the number of students who complete their secondary education, (3) providing well-structured and well-supervised jobs in community-based organizations and private sector businesses, (4) developing career plans that reflect the student's abilities, interests, experiences, and values, and (5) providing experience in the real world of work to youth who previously had little opportunity to gain such exposure on their own.

The STEP-UP program has always been administered by the Milwaukee County PIC. The organizations with key leadership roles in 1996 included (1) Milwaukee County, which provided funding for 300 government-sponsored jobs and work experience sites for youth, (2) the City of Milwaukee, which provided work experience sites for youth, and (3) the City of Milwaukee Public Schools, which provided work experience sites, summer school, and space and resources for STEP-UP coordinators.

In past years, payroll management was performed by an outside administrator or by individual worksites. In 1996, for the first time, the program did the youth payroll management

centrally in-house, and it worked well. Three full-time workers were hired for three months to process time sheets and paychecks.

Bill Malone, Director of Youth Programs at the Milwaukee PIC, is responsible for overseeing the STEP-UP program. In 1996, about half of his time was devoted to STEP-UP. Under his supervision was a full-time year-round Manager of the STEP-UP program, Janice Robinson. The two shared one full-time secretary. Under the Manager were 15 year-round full-time STEP-UP coordinators located in the schools. Coordinators commonly hire students who are in STEP-UP to serve as assistants during the summer. A full-time person to handle the management information system rounded out the 1996 STEP-UP core staff. Between 1989 and 1994, data collection for STEP-UP was managed by a contractor. In 1995, due to cuts in IIB funding, the task was brought in-house. Data items collected on youth employed under STEP-UP include Social Security number, name and address, age, birth date, sex, disability (yes/no), ethnicity, receipt of public assistance, education status, where they attend school, employment start date, employer name, 2-digit SIC code, employer telephone number, job title, 3-digit DOT code, employment hours, employment wage, and space for case notes.

Starting in 1997, staff are instituting a new computerized system that will replace the old, largely manual system.

Funding for staff positions in 1996 came from IIB and IIC funds. STEP-UP received a total of $1.78 million, of which $1 million came from IIB and $780,000 came from IIC. An additional $5,000 was drawn from a $25,000 corporate donation from Miller Brewing, to help defray costs for youth entering the labor force, such as work permits.

Other resources are available to STEP-UP core staff, coordinators, and youth affiliated with the STEP-UP program. Chief among these is the Milwaukee Career Center, a multi-use career assessment, development and planning center which is used by Milwaukee public school students, faculty, and staff, including STEP-UP youth and staff. The Center is funded by federal School-to-Work grant funds. The STEP-UP staff and youth have use of the facilities, meeting rooms, and counselors. The Center operates year-round Monday through Saturday during business hours.

Additional in-kind support for STEP-UP comes from the involvement of private sector businesses in public/private partnerships with the schools. Some private businesses provide volunteers who go to classrooms to conduct mock interviews or discuss the nature of their employment opportunities. Other firms contribute office equipment, materials, or space.

Enlisting Employers to Provide Job Openings

Techniques used for soliciting job openings in the past few years have included: (1) a direct mail campaign every year, including a letter and brochure; (2) speaking engagements at business meetings; (3) some articles in newspapers and TV news programs; (4) heavy reliance on visits to employers; and (5) public recognition of participating firms, such as through kickoff press conferences, appearances on news shows, and after-work receptions.

The most successful technique for soliciting private sector jobs has been direct contact with employers through visits by STEP-UP coordinators. It gives employers the opportunity to meet someone from the program and develop an ongoing year-round relationship. Personal visits appear to work best for small firms (those without human resources departments), such as firms in the food service and retail industries. For companies with human resources departments, direct mail was thought to have helped, as well as personal contact. Employers interviewed for this report said that personal contact was an effective technique for soliciting job openings. They also mentioned public recognition for participation as effective.

Over its history, STEP-UP has put together a substantial list of employers involved in the program. Many of those employers continue to work with the program year after year. The number of private sector employers involved in the program increased from 306 in 1989 to 1,193 in 1996. The STEP-UP coordinators develop and maintain ongoing relationships with employers in their areas. When a new employer contacts the PIC, a coordinator is assigned to that employer based on geographic location or specialty area of a school.

Job solicitation for non-subsidized employment in 1996 began in March. Starting early was prompted by the desire to make up for an expected loss in IIB funding. For 1997, it will start in February because many groups fill their speaking schedules very early.

Private firms have been responsive to employing economically disadvantaged youth because they know that the youth have been screened for behavior, academic performance, and attendance. To overcome any reluctance to hire, program coordinators screen youth in response to employers' specifications and provide pre-employment training.

About 90 percent of 1996 job openings were secured by the program coordinators through personal contact with employers, direct mail solicitation, and an employer recognition reception. The other 10 percent came about through: the efforts of the County Executive, who attended a kickoff press conference; public speaking, press appearances and letter writing by the PIC Chair and former PIC Chair; efforts of other business leaders (such as the president of the Greater Milwaukee Committee and the president of the Association of Commerce); and activities of the Employment Service staff (the branch manager serves on the PIC).

The STEP-UP program has not solicited monetary contributions (with the exception of Miller Brewing, which contributed $25,000), but rather has only asked companies to hire youth and to abide by a few requirements, such as providing at least 20 hours of employment per week

for six or more weeks, and payment of the statutory minimum wage. The program also asks that each youth be assigned to a specific supervisor for the duration of the student's employment. None of these provisions has been perceived as discouraging employers from providing jobs. A special effort is made to secure higher skilled or more career oriented job openings, but jobs ranging widely in skill requirements are welcomed.

Recruitment of Youth

The 15 STEP-UP coordinators are responsible for youth recruitment. Being in the schools, they have direct access to youth. The coordinators make presentations in classrooms at the request of teachers. The presentations include a discussion of the STEP-UP program, the Milwaukee Career Center, and pre-employment training. Students also have an opportunity at any time to have one-to-one guidance, planning, and job search sessions with coordinators.

Coordinators are expected to get involved in school activities and attend staff and parent meetings, student meetings, and School-to-Work meetings. The objective is for the coordinators to be active participants in the schools and be viewed as an "insider" by the youth. Because the program is not limited to summer employment, recruitment occurs year-round. However, May is the most likely time for youth and employers to contact the coordinators to fill out applications and place job orders. In addition to the school-based coordinators, youth organizations and public agencies also refer youth to the STEP-UP program.

STEP-UP Manager Janice Robinson periodically visits the schools to discuss the program and the coordinators' role vis-a-vis the school principals and counselors. Staff meetings with coordinators are also held biweekly.

Word of mouth advertising has proven to be a very effective recruitment method; "Youths are the best recruiters," said PIC Youth Program Director Bill Malone. Other methods of recruiting youth include announcements and distribution of applications in schools, and going to church basements to reach youth involved in church activities. The most important factor, however, is that the coordinators are located in the schools where they can interact with students all during the school year. About 80 percent of the youth who were recruited for the private sector program in 1996 had been employed under the IIB program during previous summers.

Youth targeted for non-subsidized employment are usually at least 16 years old, have prior work experience demonstrated good school attendance, and have good or improving grades. Prior work experience might include such activities as summer employment under the IIB program, babysitting, a newspaper route, job shadowing, or volunteering. The targeting rules are not hard and fast; for example, about 10 percent of youth in private sector employment are 14 or 15 years old.

In the recruitment phase, youth are required to complete an application form and be interviewed by a STEP-UP coordinator. Youth are not required to attend pre-employment training, but are encouraged to do so because it is thought to provide a definite advantage in

securing private sector employment. Youth also complete a career planning sheet. Based on interviews, coordinators determine whether the youth are good candidates for either the public or private sectors. Coordinators typically send three candidates for interviews by a private employer for a single job opening.

Pre-Employment Training and Orientation of Youth

While pre-employment training is required for public sector placements, it is not required for private sector placements. Most STEP-UP youth in the 1996 private sector program were said to have received pre-employment/work maturity training from the coordinators, either in the classroom or one-on-one. Others obtained it at the Milwaukee Career Center.

Aurora Health Care, one of the employers interviewed for this report, said that the STEP-UP program did a good job preparing youth for the private sector, noting that youth referred by the program came in with completed applications and were properly dressed. Johnson Controls felt that perhaps the STEP-UP program should do more to prepare youth for interviews, focusing on maturity and what is important for making a good first impression.

Matching Youth with Job Openings

STEP-UP coordinators are responsible for matching youth with job openings. The coordinators obtain job orders primarily through personal contacts with employers. Youth indicate their interests and preferences, sometimes through completing a career profile developed at the Milwaukee Career Center. Coordinators also obtain students' test scores and attendance information from school records. Coordinators review students' career plans, interests and credentials against the specifications contained in job orders. Then, the coordinators contact employers with the names of candidates and information about these young people whom they are referring.

All of the employers who hired youth in 1996 for non-subsidized jobs interviewed youth personally before making a hiring decision, and provided the program with written and oral specifications. About 5 percent of employers requested individuals by name. Another 10 percent of employers used job fairs for hiring. About 10 percent of employers specified that youth had to be at least 18 years old. Another 50 percent had a minimum age requirement of 16. The employers interviewed for this report were generally satisfied with the program's effectiveness both in referring youths who were job-ready and in meeting their hiring specifications.

Over the past several years, STEP-UP has placed slightly less than half of all youth applicants into either public or private sector employment; there are more applicants than positions. In light of decreases in JTPA funding, a growing proportion of the placements have been made into the private sector. For example, while in 1990, 35 percent of youth were placed in non-subsidized employment, 79 percent were placed in non-subsidized jobs in 1996.

Johnson Controls hired two youth in 1996 for one of its Milwaukee locations. They were hired in late June and stayed about 8 weeks before returning to school. Aurora Health Care hired about 10 youth. They remained in their jobs for the summer, and most stayed on after the summer. The STEP-UP director estimates that no more than 10 percent of youths drop out of the program before completing their summer employment.

Work Experience of Youth Under the Program

Nearly 1,200 employers provided non-subsidized jobs in 1996. All of the employers were private for-profit firms, of which 75 percent were small (having fewer than 25 employees), 15 percent were medium-sized (having between 26 and 99 employees), and 10 percent were large employers. About 65 percent of the employers hired only one youth. Another 20 percent hired 2-5 youth; 10 percent hired 6-10 youth; 4 percent hired 11-19 youth; and 1 percent hired 20 or more youth.

The average hourly wage rate for private sector hires in 1996 was $5.17, with a range between $4.25 and $10.00. On average, youth worked 30 hours a week over an 8-week period.

Some of the job titles of youths hired in the private sector included: food service worker, cashier, sales clerk, maintenance aide, clerical aide, cook, dietary aide, and stock clerk. Other positions were in groundskeeping, housekeeping, laundry, and clerical occupations. At Aurora Health Care, where youth held a variety of positions in housekeeping, laundry, clerical, groundskeeping, and dietary areas, dietary aide positions were especially popular because of the flexibility of the position; students could conveniently do this job during after-school hours and throughout the year. At Johnson Controls, two youth were hired for clerical assistance in the credit and human resources departments.

Private Sector Participation in IIB Program

Some private firms and organizations participated in the subsidized employment program in 1996 by providing guest speakers for IIB pre-employment training programs, including training at the Milwaukee Career Center regarding nontraditional occupations.

Best Practices/Lessons Learned

- A notable feature of this program is the central role the schools play. STEP-UP coordinators are physically located in the public schools and are immediately available to students. The coordinator as case manager can build a long-term relationship with a youth over several years, and can discuss grades and attendance as well as interests, skills, job leads, and career plans.

- Another notable feature of the program is that it is incentive-driven, rewarding youth with private sector jobs for good school attendance and grades. This attribute is made possible in part because of the program's presence in the schools.

- The Milwaukee Career Center and the PIC both have taken advantage of School-to-Work funds to be a valued resource to STEP-UP staff and young participants. Localities that currently receive School-to-Work funds or are applying for such funding might consider contacting the School-to-Work coordinator to explore collaboration on youth employment programs along the lines of the Career Center/PIC collaboration in Milwaukee.

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Summer Youth Employment and Training Program
Minneapolis, Minnesota

Overview

The city of Minneapolis is part of a metropolitan area, including St. Paul and several large suburbs, of about 2 million population. The city itself is medium-sized (about 367,000 population). The unemployment rate for the metropolitan area is about 3 percent, which actually constitutes a labor shortage situation. Despite the positive overall outlook, there are pockets of poverty in which the unemployment rate is in double digits. In some places unemployment is higher than 20 percent. The preponderance of youth in the summer jobs program come from these areas.

In 1996, the Minneapolis Summer Youth Employment and Training Program (SYETP) placed 325 youth in nonsubsidized jobs, 50-60 percent of whom were estimated to be economically disadvantaged. Of the 325 youth, 26 percent were 14-15 years of age, 44 percent were 16-17 years old, and 30 percent were 18 or older. Approximately two-thirds of these youth were African American (67 percent), about 16 percent were white, 10 percent were Asian, and the remaining 6 percent were Hispanic and Native American. Slightly more than half (54 percent) were male.

A total of 274 employers participated in the nonsubsidized summer employment program; 240 actually hired youth and the other 34 contributed funds for the program. Notable among the latter was the Pillsbury Corp., which donated $100,000 to provide 67 job opportunities. Among the private firms providing jobs were two whose representatives were interviewed for this case study. The Northern States Company, an electric utility, hired one youth from an Engineering Technology magnet school program (this magnet program is described in Exhibit A at the end of this report), and Northwest Airlines also hired one youth from an aviation and aerospace magnet program at one of the high schools.

Almost all of the firms involved in the nonsubsidized program were private for-profit companies and most were medium-sized.

The summer of 1996 was the first for the program in its current form, although for a number of years the governor has launched campaigns to promote private sector summer jobs each spring. For the summer of 1996, the mayor of Minneapolis sought to intensify the effort locally by challenging local employers to "participate in the development of the labor force" by hiring youth for summer jobs.

The impetus for this drive was to meet the high demand for jobs for youth (exceeding the capacity of publicly-funded programs) and to interest employers in participating in Minneapolis's rapidly expanding School-to-Work system. The Private Industry Council (PIC), in concert with the mayor's office, was able to build upon the past efforts of the Governor in fashioning this new campaign.

The message of the SYETP program, which proved persuasive to employers, was to explain in detail the overall context of the School-to-Work movement and to point out that the program is helping to build a system for labor force development that will contribute to the economic revitalization of the community. While the city has high-poverty and high-unemployment areas, and more than half of the high school students do not graduate from their home schools, the metropolitan area has a low overall unemployment rate and labor shortages in certain critical fields, such as metalworking, printing and graphics, banking and finance, health care technology, and computer software technology, are severe enough that some employers are concerned about the possible future lack of a skilled labor force. SYETP no longer asks employers to "hire a kid" but, rather, to "help develop the labor force of the future." Staff indicate that employers have responded positively to this message.

Among the innovative features of the 1996 program are: a mentoring program called "Business Partners Program" in which volunteer mentors from businesses provided 10-week mentorships for youth working at participating public and nonprofit agencies under the IIB program; a feature called "one-stop shopping for a summer job for youth" in which all jobs, public and private, were coordinated through the summer jobs office; and magnet and Tech-Prep programs, in which students in these career-oriented high school programs were matched with related work experiences during the summer. This program element is said to have helped nurture the relationship between school youth and business cultures. Taken together, these various elements are seen as systematic steps toward a desired comprehensive, city-wide School-to-Work system.

In addition to the 325 nonsubsidized jobs, the SODA also provided 520 jobs under the IIB program and 728 state and/or local government-funded jobs during the summer of 1996.

Program Management and Funding

The SYETP program operates under the mayor's office, as part of the city's employment and training department. Two full-time city staff members work year-round on planning and implementation of the summer jobs programs, both subsidized (IIB and state/local government funded) and nonsubsidized. These staff members are paid by the city and serve as staff to the PIC, which is the service delivery agency for the summer jobs program.

The program is administered by a complex mix of several agencies and organizations: the mayor's office, the PIC, a non-profit agency called the Community Resource Partnership, the Minneapolis Community Development Agency, the Minneapolis School System, the Minneapolis office of the Minnesota Department of Economic Security (the state employment service), and the Minneapolis Urban League.

The Minneapolis Community Development Agency, a city agency, was responsible for conducting a survey of employers in March 1996 to solicit nonsubsidized summer job openings from employers. The responses were forwarded to the Community Resource Partnership, a nonprofit agency hired by the PIC, which followed up on these job leads with a letter from the

mayor challenging employers to participate. Job orders deemed appropriate for School-to-Work programs (Minneapolis magnet school and Tech-Prep programs) were forwarded to those programs. Other job leads, both private and public, were channeled through the Minneapolis local office of the Minnesota Department of Economic Security, the primary placement vendor for the summer jobs program. The local employment service office assigned a staff of 3 to planning and a staff of up to 15 to the program by late spring, when the workload was at its peak. Staffing of the magnet and Tech-Prep programs varied by school, with some programs handled by school personnel and at least one through a separate job development specialist hired by the SDA.

In addition, the Department of Economic Security was the vendor used for intake, assessment, and matching of youth with job openings under the program.

A nonprofit organization, the Minneapolis Urban League, was hired specifically to develop private sector positions in the manufacturing industries, both for the summer jobs program and as part of a targeted effort to launch an Academy of Manufacturing and Engineering Technology at a large community high school.

The total budget for the summer employment programs (they do not budget separately for the nonsubsidized portion because the staff divides its time among all programs) for 1996 was $1,766,422. Of this, IIB funding amounted to $459,227; Minnesota Youth Program (state) funds were $654,853; Community Development Block Grant (CDBG) funds were $412,342; "Year of the Cities" (state) funding amounted to $100,000, and private donations accounted for the remaining $140,000. Of this latter figure, $100,000 was from the Pillsbury Foundation and $40,000 came from miscellaneous private contributions.

Enlisting Employers to Provide Job Openings

The 1996 campaign to solicit employers' job openings began in February 1996. This year, the campaign began in January to allow more time to follow up on potential leads.

The staff felt that the direct involvement of the mayor was particularly important in helping to raise the visibility of the program and to attract public attention. Direct visits to employers coupled with a direct-mail campaign worked best as job solicitation approaches. Visits focused on firms in targeted industries worked particularly well. "Targeted" industries were those currently experiencing labor shortages. Large corporations were said to tend to participate mostly from a sense of civic duty. Smaller firms also cited civic duty but, in addition, identified their need for help during the summer as a major factor in their participation.

One private sector representative interviewed listed as his firm's prime reason for participation "wanting to assist disadvantaged youth in the community" and as a second reason "the firm's policy to respond positively to public service appeals." In contrast, the other respondent (who hired a magnet school youth) indicated that wanting to recruit youth for possible future employment with the firm was the most important factor in participating.

The private firms contacted were generally responsive to the idea of employing disadvantaged youth. Staff indicated that "most don't seem to raise that as an issue. Age and maturity seem to be of greater concern." Three approaches were described as particularly successful in overcoming any initial reluctance to hire disadvantaged youth: (1) offering to screen youth, particularly for skill levels and "work maturity"; (2) providing youth with pre-employment training/orientation (the most frequent request); and (3) making staff available to monitor worksites or handle problems. The latter was said to be especially important--as one staff member noted--"to offer support to the employer so that they don't feel that we just dumped a kid on them" and to provide "a forum to express their concerns and to back them up."

The 1996 campaign also featured a special effort to secure higher skilled and more career-oriented job openings, particularly in connection with the magnet school and Tech-Prep programs. The general emphasis, however, was more on "good work-based learning experiences, rather than on high-wage jobs now."

Recruitment of Youth

Recruitment of youth for the private sector program began in March 1996. The Department of Economic Security was the vendor used for intake, assessment, and placement of youth for the summer program. The recruitment effort covered all the high schools, middle schools, and alternative schools. The magnet school and Tech-Prep staff were responsible for recruiting their own students.

"Word of mouth" was described as the most effective method of recruiting youth for the program. Staff also used public cable TV, and placed small notices in the newspapers. However, the major focus was on the schools; many schools provided information over the schools' P.A. systems, and posters were displayed in all schools and youth-serving agencies. The schools were also the primary points for filing applications.

Responding to employers' specifications, youth ages 16 and above were referred to the nonsubsidized program, and 14- to 15-year-olds were targeted for IIB and other public sector-subsidized programs.

It is estimated that about 60 percent of the youth recruited for the private sector program were referred from the IIB applicant pool. The staff noted in this regard that all youth were recruited for summer employment. However, because of the tradition of the summer youth program and the high poverty rate in the student population, most of the youth who responded were IIB-eligible. Those who are over the income ceiling usually can be placed in jobs funded with Community Development Block Grant funds, which have higher income guidelines.

Approximately 60 of the 325 youth in the nonsubsidized jobs program were referred from the year-round IIC program for "case management summer slots" for in-school students who are deemed at-risk. The summer jobs for these students serve as an incentive for them to remain in school.

Pre-Employment Training and Orientation of Youth

Pre-employment preparation for youth entering nonsubsidized summer employment (other than those in the magnet and Tech-Prep programs) was provided by three school districts for students still in school in a series of Saturday programs. Out-of-school youth do not go through a pre-employment preparation program prior to entry in nonsubsidized jobs. Tech-Prep and magnet program students receive work preparation instruction in their individual schools.

The program staff intend to strengthen the pre-employment program at the school level, believing that if it is integrated into the curriculum, "there will be less need and expense to do the whole thing each summer." Their advice to others on this subject is to be aware that "like most training, it doesn't always take" and that staff need to "be available to support worksite supervisors and youth, especially early in the summer, to deal with those first few bumps in the road."

Pre-employment training by employers, where given, varied widely. In some cases, it lasted as little as 3 hours. In contrast, some employers were reported as spending the first 3 days orienting the youth, and for many it was said to be either an ongoing process during the entire summer or provided as needed on an individual basis.

Typical topics covered in both the in-school and employer orientations included attendance/punctuality, adopting business-like attitudes, teamwork, appropriate dress, interviewing techniques, telephone skills, and other communications skills.

The SDA/PIC staff provided training to the business community, through contracts with area agencies, on how to orient and supervise the youth. The Chamber of Commerce provided this training to employers in the finance field, the Urban League for employers in manufacturing, and the Department of Employment Security for health care employers. In a program called "HIRED," a coalition of aviation-related firms provides this training for firms in the aviation industry.

Both of the employer representatives interviewed rated the job readiness of the youth with whom they worked as satisfactory, and said that the youth met the hiring specifications.

Matching Youth with Job Openings

The local office of the state employment service, which has the intake and job matching responsibility in this program, hired additional staff primarily for the purpose of getting the best possible job matches for the youth. Youth were asked about their work history, favorite and least favorite school subjects, skills, interests, job goals, and transportation requirements. Based on these data, they were matched to the most appropriate jobs available, regardless of the funding source. Each magnet/tech prep program school did its own job matching.

All of the employers who hired youth for nonsubsidized jobs provided the program with specifications, either orally (80 percent) or in writing (20 percent). Of these employers, 30 percent specified that the youth must be age 18 and above, and 40 percent set age 16 as a minimum. The remaining 30 percent were willing to hire youth age 15 and above. About 45 percent of the employers asked for previous work experience and 40 percent required specific skills, such as typing and use of computers. About 70 percent included personality traits in their list of specifications (e.g. maturity, ability to communicate clearly).

The percentage of employers who hired various numbers of youth is shown in the table below. The program reported a retention rate (for the entire summer) of 85 percent.

Percentage of employers hiring selected numbers of youth

Number of youth hired	Percentage of employers
1	50%
2-5	10
6-19	10
20 or more	30

All employers interviewed youth before making hiring decisions. Students who were not hired as a result of a first interview were sent to a second employer with very little delay. The coordinator noted that, as a result of careful matching of youth and employers, most of the youth were hired after the first interview. He cited this fact, along with the retention rate, as indicators that the matching process was working well. The employers interviewed agreed and endorsed the matching process, noting that the youth referred to them were job-ready and met the specifications for their jobs.

Work Experience of Youth Under the Program and Monitoring of Worksites

About 40 percent of the nonsubsidized jobs were in restaurants or other food service operations, 20 percent were in office or other clerical positions, 20 percent were in retail services of some kind, 10 percent were in the child care field, and 10 percent were in recreation, camp, or playground-related occupations.

The types of employers included small and large retail establishments, printers, law firms, engineering firms, travel agencies, and utilities. Wage rates ranged from $4.25 an hour to $12.74 an hour, with an average of $5.72. The average term of employment was 10 weeks, with an average of 25 hours per week.

Almost all (95 percent) of the employers in the program were private, for-profit firms. About 80 percent were medium-sized (26-100 employees), 18 percent were large employers (over 100 employees) and only about 2 percent were small firms (fewer than 25 employees).

Employers interviewed identified "a better understanding of the discipline of the workplace," including the importance of being on time, meeting expectations and commitments, and dependability as the most important "skills" learned by youth over the summer. Those interviewed also listed improved interpersonal skills, increased interest in career goals, and increased self-confidence as other outcomes of the experience.

Except for the magnet school and Tech-Prep programs, there was no formal monitoring of youth or employers in the nonsubsidized private sector program. The Department of Employment Security has a problem resolution unit which was used, as needed, for difficult cases. Otherwise, the youth and employers were expected to operate as in any employment situation. The Tech-Prep and magnet school portions of the private sector program were monitored through bi-weekly telephone calls and at least one on-site visit during the summer.

Private Sector Participation in IIB Program

There were two primary examples of private sector participation in the IIB program. The first was the financial contributions, totalling $140,000 ($100,000 by Pillsbury), most of which was used to supplement the funding for public sector jobs. The program director also noted that "many private businesses and foundations provide contributions of cash and in-kind to enhance the summer experience of the subsidized program, but it is simply not possible to calculate this exactly as there are so many." This support enables the magnet school and tech-prep programs (in which the jobs are split between private and public sector) to operate with no IIB funding at all.

The second example is the Business Partners Program, which, according to staff, although it operates in the public sector, "represents a major private sector contribution toward the enhancement of that program." Businesses are matched with youth employed in public and non-profit agencies under the IIB program. Volunteer "mentors" from the businesses provide a 10-week mentorship for youth working at participating agencies. They visit each other's place of employment, participate in joint social functions, and spend time together learning about each other's worlds. This past summer 11 businesses and the City of Minneapolis provided mentors for 243 IIB participants. No cash is solicited from these businesses, but the staff estimate that each employer contributed $2,000 in cash or in-kind services to make the program work. Mentors from two of the companies were interviewed for this report; both indicated personal and company satisfaction with the experience, and both indicated an intention to continue next summer.

Best Practices/Lessons Learned

The Private Sector Jobs Coordinator for the program commented that "our summer youth program is quite a complex delivery system, partly because it is a true community collaboration. That makes it a very rich program, with lots of positive options for youth, but also much harder to tell the whole story or quantify much of the activity." This network of relationships, involving the Governor, the mayor, and several types of community and non-profit organizations from the PIC to the Urban League, seems to be the key to the program's success.

The staff believes that the active participation of the mayor was very important; that their aggressive drive for financial support from the business community, with the city matching the $40,000 contributed by the array of donors, was important; that structuring the program to fit in an overall School-to-Work system, with cooperation among the city, community agencies, business, and the school system was important; that funneling all job requests through one office to achieve the best chance of appropriate job-youth match (thereby placing the emphasis on readiness and qualifications rather than on socioeconomic status) was very important; and that their structure, in which the PIC and the mayor's employment and training staff are the same, enables the complex elements in the rest of the structure to work. Lastly, the willingness of the business community to respond to the concept of labor force development, rather than the mere hiring of youth, and to provide support, in terms of financial contributions, summer jobs, and providing mentors, is seen as crucial to the success of this large, complex, and apparently very successful undertaking.

Several potential pitfalls which have been observed in past programs in other cities clearly were avoided in the development of the Minneapolis program: (1) staff did not ignore the value of support at the higher political levels--the support of the governor and particularly the mayor have been seen as keys to success in Minneapolis; (2) they did not base their appeal to employers solely on altruism--the staff feels keenly that the labor force development argument just makes more sense to business leaders, especially if there is a well-articulated School-to-Work system context for it; (3) they avoided operating the nonsubsidized program separately from other programs--youth from both public and private sector eligibility pools were matched to a single job pool; (4) they did not ignore the potential of other community and non-profit agencies in operating the program.

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Exhibit A

Profile of Magnet School/Summer Employment Program

A good example of the coordination between a magnet school tech prep program and a non-subsidized summer jobs program is the experience of a young man named Brett Jordan, who participated in the Engineering Technology program at North Community High School during the school year and worked at the Northern States Co. during the summer.

During the school year, he focused on computer-assisted drafting and was a member of a student team that designed and built a solar boat. During the summer, he was a member of his mentor's training team, and he worked with instructors and assisted in field training of utility workers. During the school year his mentor worked with him on work attitudes and other aspects of personal development. During the summer, his mentor was his direct supervisor at Northern States. Brett is described as "a quiet person, a good worker, and a good kid." His mentor felt that this program helped him "to become more outgoing, both through the teamworking experience at the high school and through the training team experience during the summer."

Brett has his goals set; he wants to be an automotive engineer, and to attend the University of Iowa. The mentor said that Brett's grades had improved from mostly "C"s to a mixture of "A"s and "B's during the past year, and felt that much of this improvement could be attributed to the motivation that the magnet program, combined with the summer program experience, had provided him. His mentor believes that "this program has been very good for Brett." The mentor also commented that "from an industry/business perspective, this is a very important program," adding that these magnet programs, (Minneapolis has several, including Aviation/Aerospace, Health, and Optometry) combined with the summer experiences, give employers a pool of potential employees that would otherwise not exist. This example fits the "labor force development" theme of the Minneapolis SYETP program.

Sponsor a Summer--Change a Future
Houston, Texas

Overview

Houston is a city of 1.5 million population, with an economy that grew at an annual rate of 2.4 percent over the past year--more slowly than Texas as a whole, which had a growth rate of 3.4 percent. Houston's unemployment rate is currently around the 5 percent level, comparable to the rate for the state and slightly below the national level. Nearly 40 percent of the Houston area's population are either Hispanic (20 percent) or African American (17 percent).

During the summer of 1996 (its third year of operation), 403 youth were placed in nonsubsidized jobs under Houston's Sponsor a Summer--Change a Future program (known as "Sponsor A Summer"). The program supplemented the IIB program, which employed 5,090 youth.

Youth in the nonsubsidized Sponsor A Summer program were all economically disadvantaged, as defined in JTPA guidelines. Nearly half (47 percent) were 18-21 years old; all others were either 16 or 17 years old. The large majority were African American (310); 82 were Hispanic, 7 were Asian, and 4 were white. Slightly more than half (55 percent) were female. A total of 175 employers hired youth under the program. Of these, 21 also made monetary contributions to the program, and 7 participated in job preparation workshops for the youth. Virtually all were private, for-profit firms. The largest number of youth were hired for jobs in recreation, general labor, food service, and office work.

Three innovative features of the 1996 Houston program were:

An effective publicity campaign. A two-color brochure was sent to 10,000 businesses, and radio announcements were aired during "drive time" when employers were likely to hear them while driving to or from work. The mayor made a public service announcement on television, asking the private sector to call in job openings.

A one-day job fair was held at a local convention center during which 75 youth were hired.

Ongoing contact with employers. The program remained in contact with employers throughout the process of hiring, training, and monitoring youth to keep track of their needs and to solicit input for training sessions.

Program Management and Funding

The program was initiated in response to decreases in federal funding for the IIB summer youth program in 1994. It became apparent that additional resources were needed to maintain summer employment levels for youth. It was the idea of Sheila Jackson-Lee, a city

councilwoman, elected to Congress later that year, to "hit the private sector." Houston Works (the administering agency for the Houston SDA's JTPA program) took the lead in organizing the program and sought assistance from the chairman of its board of directors, Frank Thompson, a prominent member of the Greater Houston Partnership (GHP) (an organization similar to the Chamber of Commerce), and the Director of Governmental Affairs of Brown & Root, the world's largest construction company. Mr. Thompson played a key role in soliciting the support of the chairperson of GHP and, through him, its membership. Other key partners were Ken Lay the CEO from Enron Corporation, and the city's mayor, Bob Lanier.

The SDA (under the leadership of the Manager of Youth Programs, Ron Rodriguez) took the lead in obtaining sponsorship for the program, publicizing the program to local businesses and youth, providing job orientation for youth (in collaboration with businesses), arranging for matching and job placements, and monitoring the program by contacting employers as well as youth. The SDA organization, Houston Works, is a stand-alone agency, reporting to the mayor and the City Council for oversight purposes only.

Six SDA staff were assigned to the program, including staff who served as "telemarketers" who matched youth with available jobs. The SDA's principal partners in this overall effort were leaders of the Greater Houston Partnership, the mayor, and the 40 members of the SDA's Board of Directors.

SDA staff time devoted to the program was paid for with IIB funds, estimated at $65,000. In addition, Sponsor A Summer received in-kind contributions valued at approximately $57,500, including space for a one-day job fair at the George R. Brown Convention Center (normal cost: $50,000) and office space at several institutions in the community.

Enlisting Employers to Provide Job Openings

The first step in the process of obtaining job openings was to solicit the participation of key employers in the Houston area. A two-color brochure was sent to the 1,200 members of the Greater Houston Partnership and to approximately 10,000 of the 50,000 businesses in the Houston area. (These businesses were selected from among those rated as most financially solvent by Dun and Bradstreet.) The letter accompanying the brochure, which asked either for a $500 contribution to "sponsor" a youth or for jobs, was signed by Frank Thompson, Chair of Houston Works, Phil Carroll, Chair of the GHP, and the mayor of Houston, Bob Lanier (Exhibit A). The brochure included a section for employers to fill in and mail back; on it, the employer was asked to check "Option 1--hiring and paying the salary of a Houston Works summer worker at my company" and/or "Option 2--sponsoring a summer worker at a Houston Works job or education site," or the option of making a donation to help generally. Houston Works, on receiving these responses from the brochure, followed up by sending the employers a letter of confirmation (Exhibit B).

The 40 members of the Board were listed on the brochure, including representatives of such major corporations and organizations in the Houston area as the Exxon Company, the United

Way of the Texas Gulf Coast, the League of Women Voters, Smith Barney, the Greater Houston Coalition for Educational Excellence, and key individuals, such as State District Court Judge Bonnie Hellums. The program manager believes the brochure, while costly, was effective. However, he does not think the brochure, generally addressed to the top management, was always sent to the right person in the organization. This year, he plans to use a software package to survey employers to obtain names of the persons in each organization directly responsible for job placements or donations.

A press conference was held at the opening of the campaign but, this year, the program manager plans to hold it earlier so that press coverage will have the maximum impact. To help kick off the campaign, one firm--the Enron Corporation--announced that it would make a $15,000 sponsorship donation. To give further visibility to the campaign, the mayor read a 30-second public service announcement (aired free of charge by a local TV station) calling upon the private sector to call in job openings. A radio announcement during "drive time" (paid for with program funds) encouraged employers to provide jobs. The program paid $1,000 for six spot announcements (receiving one "free" announcement from the station). During the coming year, the program manager hopes to run more radio and television announcements.

A meeting was held with the editorial board of the Houston Chronicle to inform them about the financial dilemma faced by the summer youth program. The editorial board responded by making staff available to prepare press releases on the campaign, and featured stories about the lack of funding. The executive director of Houston Works met with local business leaders to reinforce this message. Additionally, the program was the subject of an article in the GHP newsletter.

The youth participating in the jobs program were never identified to employers as "disadvantaged." The program manager feels that there was no need to inform businesses of the economic status of most of the participants, believing that most employers are focused on obtaining the right person for the job, rather than doing good deeds. The only requirement for the jobs was that the statutory minimum wage be paid. Both full-time and part-time jobs were acceptable, provided that the latter involved at least 20 hours of work a week, an arrangement that worked well for young persons also attending school.

A typical participating employer interviewed for this report was Grocers' Supply, a family owned business since 1923 with over 2,000 employees. The firm hired seven young people from the Sponsor A Summer program in 1996. They learned of the program as a result of a phone call from a Houston Works staff person in response to one of their help wanted advertisements in a local newspaper. The firm supplies dry grocery items, dairy products, frozen foods and health and beauty items to 1,900 stores in southeast Texas. The assistant manager for human relations interviewed about 20 young people, and approximately half of them were considered potentially suitable for the advertised positions. Over two-thirds appeared to be "job-ready," in that they presented themselves well at the interview. When several youth did not show up for scheduled appointments, the Houston Works staff followed up and rescheduled them. The Sponsor A Summer staff was described by the employer as attentive and hard-working.

All seven positions involved auditing the inventory in the warehouse. The employer felt that, as a result of this summer work experience, all of the youth developed a greater understanding of the requirements of the workplace, and several received more than one assignment so that they could begin to understand the flow of work from one activity to another. The auditing skills they acquired are potentially applicable to similar work in many other companies. Two youth remain employed full time with the company and work the later shifts while continuing to attend school.

Houston Works attempts to obtain recognition for employers that participate in the program. The agency routinely receives calls from the media and often refers them to a specific employer for more information. One media representative called to ask about safety in the workplace, and Houston Works referred them to three of their participating employers. During October or November, an employer recognition luncheon is held. Companies are invited to attend the annual Christmas board meeting, and their names are listed on the program. Approximately 15 companies were able to attend in 1996. This year, corporate participants will receive a gold leaf certificate in recognition of their participation.

Recruitment of Youth

Since over 12,000 youth in the Houston area are looking for work, and very large numbers of them are economically disadvantaged, recruitment for the program was hardly a problem. Once the funding for the program was secured, advertisements were placed on radio and brochures describing the summer jobs program (and other related programs sponsored by Houston Works) were distributed in schools, churches, libraries, and at other "grass roots" locations.

Pre-Employment Training and Orientation of Youth

The SDA conducted two-hour job preparation workshops for the youth, before they were sent on job interviews, on how to obtain and how to keep a job. Workshops were held for youth before their participation in the job fair, discussed below. Youth who were not selected for jobs after several interviews were given additional workshops to hone their skills. Employer representatives participated in the these sessions to explain to applicants what employers expected from employees in entry level positions.

The importance of the subject matter covered in these orientation sessions was stressed by a member of the staff of Houston Community College, an institution represented on the Board of Directors of Houston Works: "What's important in a new hire? Skills, experience, and attitude. Of these three, the most important is attitude." As the SDA Manager of Youth Programs put it, personal qualities such as a work ethic, dependability, honesty, and integrity are especially important: "You're up against a mountain when working with 16- to 21-year-olds who have no role models."

Matching Youth with Job Openings

The Manager of Youth Programs summarized the philosophy of the Sponsor A Summer program in matching jobs and young people:

> It is hard to focus on who is the customer--the person accessing the service, or the employer--which? The employer isn't going to lower his standards, since he can usually find someone to meet his needs. Consequently, the employer is the customer and the youth is the product.

A tremendous amount of effort went into assuring the optimum match between youth and the available jobs. The most successful single activity in this regard was the job fair held on May 18, 1996, at the George Brown Convention Center in space donated by the city. Thirty-five employers with job openings and 400 youth attended the fair, along with 100 staff members from Houston Works. Workshop seminars were held from 9:00 A.M. until 11:00 A.M. Employers began interviewing youth at 11:00 A.M. Attractive booths with appropriate signage were prepared for companies, or they could bring their own. Sweet rolls and coffee were available in the hospitality area. A $4.00 box lunch was provided free for each youth. An interview was scheduled every 10 minutes with each employer, and every youth was granted at least two interviews. Employees from Houston Works monitored the flow of activity to ensure that there were no unnecessary delays in scheduling interviews. Seventy-five young people were hired on the spot, and several received two or three offers. At the end of the session, the Manager of Youth Programs stood by the escalators and asked everyone how the day went. Employers who were able to hire were particularly pleased with the job fair, because it eliminated the need to place ads in the newspapers, obtain an 800 number phone line, or respond to inquiries. You were happy because employers were interviewing and hiring youngsters for summer jobs.

Most youth, however, went to a central intake center to apply for the Sponsor A Summer program. The application form (used only for this program and shown here as Exhibit C) asked for the highest level of education completed, work and volunteer experience, skills (e.g. typing, work with computers, lawn maintenance, etc.), and amount of time youth was available for summer employment. Staff accepted the completed applications and informed youth that they would be contacted within a week. Subsequently, a letter was sent to each applicant extending an invitation to attend a job preparation workshop at one of several locations. After the workshop, youth were matched with potential jobs by counselors in consultation with worksite developers who were familiar with the requirements for all jobs based on their contacts with employers. (The job order form employers use appears as Exhibit D.) Staff made appointments for interviews with employers and most youth made their own arrangements for going to the appointments. Others, however, were asked to return to the office before an interview to ensure that they were dressed appropriately. Still others were actually accompanied to interviews by a staff member.

At least three job candidates were sent to each employer for every position. Some of the larger companies with several openings interviewed job candidates at one of Houston Works' workshop sites rather than at their own headquarters. More than 1,000 positions were identified as potentially suitable for the Sponsor A Summer applicants. Companies such as AMC Theaters advertised 100 positions in the newspaper. Job candidates supplied by Houston Works competed on an equal footing with other applicants in the community for these positions. In these cases, Houston Works operated as an employment office in supplying candidates to AMC and other companies.

The program's emphasis on individual attention is illustrated by the Interview Rating Form that interviewers complete regarding each young interviewee (Exhibit E).

Work Experience of Youth Under the Program and Monitoring of Worksites

Youth placed in summer jobs under the Sponsor A Summer program worked in a wide variety of occupations with a concentration in general labor, recreation, restaurant/food service, and clerical work (see Table A).

Table A

Type of job	Percent
Office/clerical	15.0
Hospital, health service	2.0
Restaurant, food service	16.0
Retail sales	12.0
Recreation, camps, playgrounds	22.0
Building maintenance, custodial, repair	7.0
Grounds landscaping, conservation	1.0
Libraries, museums	2.0
Child care	1.0
General Labor	22.0
	100.0

Most of the jobs in which youth were placed were described by the program manager as "basic." In the future, the program would like to have better jobs available, and to meet the goals of youth for specific types of employment--"quality more than quantity." Many of the youth were interested in jobs in the medical field, for example, but none were available this year.

Wages ranged from $4.25 to $11.00 an hour and averaged $4.93 an hour. The average length of employment was 8 weeks, and the youth typically worked 35 hours a week. Virtually all employers were private, for-profit firms, and most (three-fourths) had fewer than 25 employees.

Houston Works staff closely monitored this program. The worksite developers called each employer periodically to find out how the work experience was going. Employers were called twice during the first week of employment, and at least once again a few weeks later. Scores of employers called back and expressed surprise at the quality of the applicants. One wrote a letter stating that prior to this experience, "[we] didn't think much of government programs at all."

At the end of the summer, both the youth and the employer evaluate not only the work experience but also their relationship with the program (Exhibit F).

Private Sector Participation in the IIB Program

Private employers' participation in the IIB program was limited to presentations on the world of work at IIB pre-employment training sessions.

Best Practices/Lessons Learned

Reflecting on the third year of the Sponsor A Summer program, the staff of Houston Works pointed to two aspects of their program that they felt were critical to its success: enlisting high level partners and teaching youth job search skills in addition to simply providing them with a job.

Enlisting partners. The Manager of Youth Programs observed about the private sector program that "you can't do it by yourself." He indicated that you need to bring in partners--"high rollers," business representatives from the Chamber of Commerce, and the chief elected official. The program's most notable activity in this regard was the job fair--an overwhelmingly popular event that resulted in the placement of 75 youth in just one day.

Teaching labor market skills. Most jobs programs, the managers at Houston Works believe, "give everyone [the youth] fish, but don't teach them *how* to fish." The objective should be to teach skills, such as how to be more aggressive and articulate in their job search.

While the 1996 program was judged a success, the staff felt that certain important lessons were learned and deficiencies identified that will be corrected in this year's program.

Some limitations in the 1996 program were unavoidable, such as the arrival in town of House Speaker Newt Gingrich on the day of the Job Fair, resulting in decreased media coverage of that event, or the divided attention by the Greater Houston Partnership, which was also working to retain the Houston baseball team.

However, other problems are remediable. For example, Houston Works began soliciting jobs in March of 1966 for the summer program. This year, they began recruitment in early January. The earlier start will give employers time to set aside a position for the summer and to "put it in the budget."

Staff have come to recognize that the private sector program is ultimately not just a summer program, because employers often want year-round employees. Consequently youth ages 18-21 who are out of school are the best candidates. The private sector jobs tend to be a "notch above" the subsidized jobs, allowing youth to work longer and for better pay.

Transportation is a key issue not presently addressed under the program. Nearly all of the youth rely on bus service to get to work. Several potential employers are located in outlying areas with limited public transportation, and some eligible youth are located far away from available jobs. This year, the Sponsor A Summer Program hopes to approach the metro system to arrange to transport youth to jobs, or to make arrangements with employers to provide transportation.

Plans for next year include: a series of focus groups with potential employers to gain a better understanding of what they are looking for in the youth they hire; development of a workbook for youth with guidance on all aspects of searching for and keeping a job; and, preparation of resumes--using a computer program--for all job applicants.

Contact:

Ron Rodriguez
Manager of Youth Programs
Houston Works
600 Jefferson Street, Suite 1300
Houston, TX 77002
Phone: (713) 654-1919, extension 101
FAX: (713) 655-0715

Darrell Miles
Manager of Sponsor A Summer
Houston Works
600 Jefferson Street, Suite 1300
Houston, TX 77002
Phone: (713) 654-1919, extension 150
FAX: (713) 655-0715

Exhibit A.

HOUSTONWORKS

GREATER HOUSTON PARTNERSHIP

Dear Concerned Business Leader:

Do you remember your first summer job and how important that first work experience was to you and your future?

Each summer, Houston Works has introduced thousands of youngsters to the world of work each year through its nationally recognized innovative youth employment program.

But with ***the possibility of funding being completely eliminated by Congress,*** there is a tremendous need for private donations to continue this valuable effort.

Through the "Sponsor A Summer/Change A Future" program, your company can provide economically disadvantaged youngsters, whose unemployment rates exceed 60 percent, the kind of valuable work experience that can change their lives forever. In the past, Houston companies such as Brown & Root, Enron, Kelly Services, MEI Consultants, Plank Company, Vista Chemical Company, Houston Fuel and Oil Terminal, and many others have either hired or underwritten youth in our program in previous summers with successful results.

Your company can make a tremendous difference in a youngster's life by either hiring a Houston Works summer youth worker, or by sponsoring a youth worker at a non-profit or public work site.

The investment is small and completely tax deductible. The enclosed brochure will introduce you to this productive way for your company to contribute to the workforce development of our city's youth.

A Houston Works account representative will be calling on you about this important program for our city. If you have any questions, or are ready to pledge jobs or money for needy youth, please contact Ron Rodriguez at 739-1719.

Sincerely,

Frank F. Thompson
Chairman, Houston Works

Bob Lanier
Mayor, City of Houston

Phil Carroll
Chairman, Greater Houston Partnership

T.W. Hudson ... Frank F. Thompson, Chairman
... 713 739 1719 FAX 713 739 0722

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Exhibit B.

HOUSTON *WORKS*

SPONSOR A SUMMER / CHANGE A FUTURE
LETTER OF CONFIRMATION

COMPANY NAME: _____ Type Business_____

ADDRESS: _____ Zip Code: _____

CONTACT PERSON: _____ TITLE: _____

PHONE NUMBER: ( )_____ FAX #: _____

PLEASE CHECK ONE:

☐ ***OPTION 1***
NUMBER OF POSITIONS _____
HOURLY WAGE: $_____ to $_____
WORK HOURS _____ to _____
DUTIES _____

_____

_____

☐ ***OPTION 2***
TAX - DEDUCTIBLE CONTRIBUTION IN THE AMOUNT OF $_____

_____ SIGNATURE

__/__/96__ DATE

_____ TITLE

"Thank you for making a difference"

COMMENTS_____

_____

_____

HOUSTON *WORKS* 1919 Smith Suite 500 Houston, Tx. 77002 (713) 654-1919 Ext 150
For Immediate Response Please Fax This Form To (713) 739-0722 Attn: DARRELL MILES

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Exhibit C.

'96 HOUSTON*WORKS* SUMMER APPLICANT PROFILE

For Office Use Only
Social Security Number has been checked and is correct.(INIT.)_____

Date of Application_____

PERSONAL INFORMATION **PLEASE PRINT PLAINLY**

Name _____ |___|___|___|
LAST FIRST MI SOCIAL SECURITY NUMBER

Address _____ (___) _____
NO. AND STREET CITY STATE ZIP Area Code PHONE

CIRCLE HIGHEST LEVEL OF EDUCATION COMPLETED:

LEVEL 6TH 7TH 8TH 9TH 10TH 11TH 12TH HS GRAD GED 13TH 14TH 15TH 16TH

___Other (specify) _____

Are you currently attending school? *(Circle One)* Yes/No
If yes, when is the semester over for the summer___/___/___

SUMMER AVAILABILITY:

Date available to start work_____/_____/_____
Type of Employment: ___Part-time ___Full-time ___Weekends only ___Anytime

CHECK THE FOLLOWING SKILLS THAT YOU HAVE OBTAINED:

☐ BILINGUAL	☐ Spanish	☐ TYPEWRITER wpm_____	☐ OPERATE MACHINERY
	☐ Vietnamese	☐ COMPUTER SKILLS	☐ LIFTING HEAVY OBJECTS
	☐ French	☐ CLERICAL SKILLS	☐ LAWN MAINTENANCE
	☐ Other_____	☐ GENERAL LABOR	☐

Do you have *Your Own Transportation* ___Yes___No : *A Texas Drivers License* ___Yes___No

How do you plan to get to work? *(Check all that apply)* ___Own Car___Bus___Walk___Dropped Off

List any other special job skills you have _____

_____

List any extracurricular activities or clubs that you have joined or any school honors that you have received:

_____

WORK / VOLUNTEER EXPERIENCE

Have you worked before? ___Yes ___No If yes, how long? ____Years_____Months

If you have worked before, where? _____
Company Address Supervisor

What type of work have you done?

☐ Retail	☐ Food/Restaurant	☐ Hospital	☐ Other _____
☐ General Labor	☐ Grocery	☐ Clerical/Office	

_____
Applicant's Signature Date

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Exhibit D.

HOUSTON*WORKS*

SUMMER YOUTH JOB ORDER FORM

EMPLOYER DATA

DATE: _____ **EMPLOYER:** _____

ADDRESS: _____ **SUITE/RM.#** _____ **CITY:** _____ **ZIP:** _____

CONTACT PERSON: _____ ***PHONE#*** _____ ***FAX#:*** _____

POSITION DATA

_____ Position

_____ No. of Openings

Employee Status: part-time ☐ full-time ☐

$ _____ per hour Wage

_____ (am/pm) to _____ (am/pm) Working Hours

M, T, W, Th, F, S, Sun Working Days

_____ Total Hrs. Per Wk.

_____ Start Date

_____ Ending Date

TYPE OF WORK: Retail ☐ Grocery ☐ Restaurant/Fast Food ☐ Clerical/Office ☐ Day Care ☐

General Labor ☐ OTHER _____

Do you wish to do Pre-Employment Interviews? Yes ☐ No ☐

JOB REQUIREMENTS

BILINGUAL NO ___ YES ___ If yes, what language? Spanish, Vietnamese etc. _____

OWN TRANSPORTATION NO ___ YES ___ If yes, what mode? Car or Truck _____

TEXAS DRIVER'S LICENSE NO ___ YES ___ If yes, what type? Operator's/Chauffer etc _____

LIFTING HEAVY OBJECTS NO ___ YES ___ If yes, how many pounds? _____

OPERATION OF MACHINERY NO ___ YES ___ If yes, what type of machines? _____

_____

WORK OUTDOORS NO ___ YES ___

TYPING ☐ *WPM*_____ WORDPROCESSOR ☐ COMPUTER ☐ *What software* _____

DATA ENTRY ☐ *Key strokes per minute?* _____ TEN KEY ☐

JOB DUTIES

Please describe job duties: _____

_____

_____

_____

_____

Thank you for placing your Job Order with us. You may mail this correspondence to HOUSTON*WORKS*, 1919 Smith, Suite 500, Houston, Tx. 77002. Or, for your convenience, you may fax this job order to us at 739-0722.

Should you require more information or need assistance, please call Mr. Darrell Miles at 654-1919 Ext. 150.

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Exhibit E.

INTERVIEW RATING FORM

DATE: MAY 18, 1996

APPLICANT NAME_____

POSITION INTERVIEWED FOR_____**DEPT.**_____

Instructions: Please Place An " X " Next To The Appropiate Rating

1. **Please rank the applicants overall INTERVIEW performance:**

   ___ **EXCELLANT** ___ **SATISFACTORY** ___ **NEEDS IMPROVMENT**

2. **Based on his/her performance and compared to the others I have interviewed this student would be my :**

   ___**1st Choice** ___**2nd Choice** ___**3rd Choice** ___**4th Choice** ___**5th Choice**

*COMMENTS:*_____

_____

_____

_____

_____

_____ _____

Interviewers Printed Name / Title **Organization**

_____ _____

Interviewer's Signature **Department**

PLEASE RETURN THIS FORM TO HOUSTON*WORKS*

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Exhibit F.

HOUSTONWORKS
HOUSTON JOB TRAINING PARTNERSHIP COUNCIL

"Sponsor A Summer/Change A Future" Summer Youth Program

Youth-Employee Evaluation

THANKS FOR YOUR PARTICIPATION IN OUR SUMMER YOUTH PROGRAM

Part Of Our Philosophy Is To Provide Valuable Work Experience To Youth By Introducing Them To Various Career Options In The Private Sector. We Hope Your Exposure To Leadership, Responsibility, Expectations And Rewards Will Enhance Your Future Opportunities In The Workforce. We Value Your Opinion, As It Assists Us In Evaluating Our Staff And Program Delivery. This Will Ensure We Are Providing The Best Possible Service To You.

Please check (√) *YES OR NO* in the space provided

1. Was our program helpful in getting you a job? ___Yes ___No
2. Did you participate in our summer program in 1995? ___Yes ___No
3. Would you participate again next summer 1997? ___Yes ___No
4. Would you like to participate year round? ___Yes ___No
5. Did you feel our staff of trainers/representatives helped you prepare for your job interviews? ___Yes ___No
6. Did you understand our program's process of finding youth summer employment? ___Yes ___No
7. Did you participate in the Job Fair at George R. Brown Convention Center? ___Yes ___No
8. Would you like to work at the same business next year? ___Yes ___No
9. What were your 3 most important concerns in working this summer?

   Please number your answers 1, 2 & 3. number 1 being the most important.

   (1) Earning money____ (6) Work experience____
   (2) Work hours____ (7) Getting Permanent work____
   (3) Job location____ (8) Learning new work skills____
   (4) Dressing for work____ (9) Type of work____
   (5) Working with others____ (10) Being treated fairly____

10. What would you like to see us do in order to make your summer job search better next year?

    _____

    _____

Thank you for your input and cooperation.

Any Questions Call 654-1919 Ext.150 DARRELL MILES

► *This program is funded by Private Sector Businesses. It's future relies on your input. To be under consideration for employment next summer; Please return this survey with your Name, Age & Social Security number in the return envelope provided.*

Name_____Age_____SS#_____-_____-_____

T.M. Hudson, Executive Director Frana Thompson, Chairman
[illegible] Texas 77002 713/654-1919 FAX 713/655-0715

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In-House Telephone Interview

"Sponsor A Summer/Change A Future" Summer Youth Program

Employer Evaluation

THANKS FOR YOUR PARTICIPATION IN OUR SUMMER YOUTH PROGRAM

PART OF OUR PHILOSOPHY IS TO PROVIDE VALUABLE WORK EXPERIENCE TO YOUTH BY INTRODUCING THEM TO VARIOUS CAREER OPTIONS IN THE PRIVATE SECTOR. YOUR COMPANY HAS BEEN INSTRUMENTAL IN EQUIPPING THEM WITH REAL ON-THE-JOB TRAINING. THIS EXPOSURE TO EXPECTATIONS, LEADERSHIP, RESPONSIBILITY AND REWARDS WILL ENHANCE THEIR FUTURE OPPORTUNITIES IN THE WORKFORCE. WE VALUE YOUR OPINION, AS IT ASSISTS US IN EVALUATING OUR SYSTEMS, STAFF AND PROGRAM DELIVERY. THIS WILL ENSURE WE ARE PROVIDING THE BEST POSSIBLE SERVICE TO YOU.

Please circle *Yes, No* or *Under Consideration*, if applicable.

1. Did you interview enough applicants for the positions you hoped to fill?	Y	N	
2. Did you hire any youth on a permanent basis?	Y	N	UC
3. Would you like to participate year round?	Y	N	UC
4. Would you participate next year?	Y	N	UC

Please rate the statements below, *1 through 5: (1) being lowest, (5) being highest.*

5. The overall interviewing process was successful
   (1) (2) (3) (4) (5)
6. There was good follow-up after interviews
   (1) (2) (3) (4) (5)
7. There was good communication between Houston *Works* & our contact person
   (1) (2) (3) (4) (5)
8. The applicants' skills and abilities matched or exceeded our job needs
   (1) (2) (3) (4) (5)
9. Overall the program was effective
   (1) (2) (3) (4) (5)
10. The overall performance of my summer employee met my expectations
    (1) (2) (3) (4) (5)

11. What one option as an Employer, would you like to see implemented to improve our service to you?_____

_____

_____

Thank you for your input and cooperation

You may return Fax to 739-0722 or mail to Houston *Works*, 1919 Smith Ste. 500, Houston Tx 77002

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Supervised Career Preparation Program
Iowa SDA #3

Overview

The Supervised Career Preparation Program (SCPP) serves Clay, Dickinson and Emmet Counties, which comprise SDA #3 in rural northwest Iowa, a scenic part of the state that attracts considerable summer tourism and seasonal employment. The area's six school districts--Spencer, Central/Everly, Okoboji, Terril, Spirit Lake, and Harris-Lake Park--collaborated with various agencies to develop the SCPP. SCPP is a nonsubsidized private sector summer employment program that was piloted in the summer of 1996 and ran concurrently with the IIB program. In total, 57 youth participated in SCPP, 25 of whom were participants in this first year of the private sector jobs program, and 32 of whom were in the IIB program in either public or private non-profit jobs.

Of the youth in the nonsubsidized portion of the program, 23 were 16-17 years old, and 2 were 18-21 years old. All of the youth were white, and 60 percent were female. Based on the philosophy of the program that all youth should be served, the economic status of the youth was not a criterion for admission to the nonsubsidized program. However, the program staff believe that some of the youth were economically disadvantaged.

The genesis of the SCPP program was a discussion that took place during a meeting held several years ago between the JTPA director, JTPA staff, and a curriculum coordinator for the local school system. The curriculum coordinator was searching for a way to engage students in work experience without interfering with the students' academic activities during the school year. After-school work experience was difficult for many of the students to acquire because they lived in small towns without industries. For many of these students, working at a job meant traveling an hour each way to get to work. Therefore, it was decided that a summer jobs program would be the best means for the youth to gain work experience. However, at the time, there was no funding available for a summer jobs program for nondisadvantaged youth through the Department of Education, and the Department of Labor limited summer work experience to the economically disadvantaged. A School-to-Work grant eventually met the need for a summer jobs program for nondisadvantaged youth in the area.

During the intervening years, Val Bonney, the JTPA youth specialist in the local SDA, developed a close working relationship with the six school districts that would eventually participate in the SCPP program. She assisted them in planning meetings and in grant writing processes, and became a vital resource to districts as they sought to involve agency and business partners in various School-to-Work efforts.

In 1995, this working relationship contributed to the development of a joint application to the U.S. Department of Education for a School-to-Work grant by three state agencies: the Department of Education, the Iowa Department of Economic Development, and the Department of Workforce Development (the JTPA program is in this department). In 1996, a $195,000 School-to-Work

grant was awarded to the state for administration by the six school districts in northwest Iowa. Of this amount, $20,000 was devoted to establishing a nonsubsidized summer employment program, SCPP.

In total, 75 employers participated in the 1996 program in some capacity. Of these, 25 employers hired youth, and 20 provided services and in-kind contributions. All the employers were invited to review and comment on drafts of the Youth Handbooks as they were being prepared for this new program. Two handbooks were developed. One was for the worksite supervisors, and the second was for the students. These handbooks explained the purpose of the program, the roles and responsibilities of the participants, and the child labor laws.

Two worksites were examined in depth for this report: the Lakes Art Center and the Chiropractic Arts Clinic. These two sites each hired one youth during the summer, and the youth have maintained their jobs during the 1996-97 school year. (These two worksites are described in detail in Exhibit A).

Program Management and Funding

The program was managed by the local school districts through their district School-to-Work initiative. The local School-to-Work initiative hired three school district staff to manage the project. These individuals were teachers in the school district and were given additional compensation to work during the summer. They led the orientation session and monitored the students at their worksites on a weekly basis. Other principal partners were Val Bonney, serving as both JTPA youth specialist and JTPA School-to-Work Coordinator. She trained and supervised the teachers, monitored the overall program, and carried out many of the paperwork tasks. In addition, one secretary was hired. Six volunteers from the Iowa Great Lakes Corridor of Opportunity (the local Chamber of Commerce) were critical to the program's success by enlisting the participation of employers.

Iowa Lakes Community College was also a major contributor to the program, providing one college credit for each student's field experience at no cost to the student. Since most programs at Iowa community colleges require one credit of field experience for graduation, this was an important benefit of the private sector employment program. In order to receive the credit, the students' summer work was evaluated by the community college staff through a review of the students' performance records that were kept in the form of student journals, photographs and performance evaluations. All of the students who completed the summer program took advantage of this opportunity.

In addition to the $20,000 in School-to-Work grant funds, the school districts received $20,000 in financial contributions from private firms.

The 1996 program was evaluated informally by program staff on an ongoing basis throughout the program's existence. Worksite and participant evaluations were completed during the program. These informal evaluations were compiled from exit interviews with employers and

students, meetings with school district staff, and interviews with parents. Students were assessed prior to and after their participation in the summer program, using WorkKeys Employability Assessments, which measured employability skills.

Enlisting Employers to Provide Job Openings

Enlisting employers has been an ongoing process since the program began in 1996. SCPP planned to intensify these efforts starting in January 1977. The decision to start earlier was made based on the staff's experience in the 1996 program; it was determined that more time was needed for youth to contact employers and set up interviews.

Recruiting of employers was a combined effort by the SCPP program staff, the SDA/PIC staff, the Chamber of Commerce, and school superintendents and principals. The Chamber of Commerce's role was particularly important. Its staff marketed the program to a large number of employers through personal contacts, by phone and in personal one-on-one visits. This increased the willingness of employers to participate because they felt confident in utilizing a program supported by the Chamber. For matching purposes, the Chamber staff grouped employers into a small number of clusters representing general career areas in which youth expressed interest.

Several different techniques were used to recruit employers. A kick-off meeting was held to which potential employers, students, and parents were invited. The meeting was sponsored by the SDA and the school districts. SDA staff spoke at business meetings, and telemarketing was carried out by the director of the Chamber of Commerce and program staff.

Participating employers were required to employ youth in the 1996 program for a minimum of 15 hours per week and were asked to commit to a minimum of 9 weeks unless they specifically asked for fewer weeks. They were required to pay students at least $4.65 per hour. Other requirements for participation included completing performance assessments of each youth, attending an orientation session prior to the start of the program, and agreeing to monitoring visits by program staff. The performance assessments were conducted at the worksites and measured skills that employers had identified as necessary entry skills for the workplace.

Recruitment of Youth

The SCPP program staff and the public school staff were responsible for the recruitment of youth for this program. The SCPP staff person in each district was responsible for marketing the program to all students in the district and distributing applications to those who were interested. Personal contact with the students was the most effective method of recruiting for the program. Announcements made in the schools were found to be the least effective method of recruitment. Distributing written materials such as flyers was also relatively ineffective, because the staff's perception was that students were already bombarded with written materials and tended to ignore most of them.

Socioeconomic status of the youth was not considered in the enrollment process. Students were required to be at least 16 years old and to have their own transportation in order to be enrolled. Other prerequisites included a teacher's recommendation, and identification of the courses or steps the student had taken to develop his/her career interests.

Pre-employment Training and Orientation of Youth

Attendance at an orientation session was required for both IIB and private sector program youth prior to their entry into employment. Separate sessions were held for each group of students. In addition, training staff for each group attended three to four orientation sessions to learn about the program. The SDA staff developed the materials and handbooks and trained the staff who conducted the orientation sessions.

The second phase of training for the students occurred during the summer work experience. All youth attended a training session every Monday morning for 3 hours over a nine-week period, for a total of 27 hours of employment training. A curriculum guide known as the Applying Practical Principles for a Lifetime of Employment (A.P.P.L.E.) was used as the training guide for the private sector youth program. During the 9 sessions, a variety of employment skills activities were conducted. Topics covered included: broadening career options; how to use the yellow pages in a job search; preparing a resume; interviewing skills; time management; and how to be an entrepreneur. All of the activities involved hands-on, active learning. For example, the students did mock interviews and practiced filling out financial aid forms to learn the difference between gross and net incomes. There were no lectures or homework, only continuous group participation. The students responded well to the hands-on activities.

The staff made a particular effort to ensure that students enjoyed learning. When possible, these sessions were held at local business and industry locations. Staff tried to change the location of sessions frequently so that the youth could experience a variety of businesses. Also, the change helped keep the youth interested and involved in the training. Using the worksite as a classroom proved to be very beneficial because it allowed staff to teach academic skills in real life situations, making it more appealing to youth. It also allowed business and industry personnel to become involved in this aspect of the program.

Matching Youth with Job Openings

The program staff and the director of the Chamber of Commerce had the responsibility for matching youth with job openings. To facilitate the matching process, students were asked to indicate their first and second career interests among a series of occupational clusters and to describe on their application forms the steps they had taken to pursue these career interests. Students were also asked if there was a particular type of worksite in which they were interested. However, the application stated that indicating a preference did not guarantee placement at that site. Each student was then given a list of three or four employers to call.

Ten of the employers provided the program with specific hiring requirements (e.g. age, experience) and 12 employers requested a specific youth by name. In these latter cases, the student and the employer had already made contact on their own without the aid of the program. However, in some of these cases, the students encouraged employers to join the program so that they could get college credit. In other cases, the employers decided to join the program in order to benefit from the onsite supervision of the program by program staff.

After the student had been matched with a job opening, the student was required to contact the potential employer and to set a date for an interview. This was a difficult task for the students since the program staff had not had the opportunity to work with the students on this skill prior to their making the calls. Many of the youth were unable to describe the details of the program to the employers or the youth's connection to the program. This led to some confusion among the employers, even though the Chamber of Commerce had already contacted all of the employers. However, despite problems with this process, the program staff considered this experience to be a very beneficial learning experience for the students. They plan to continue this activity in future years, but will work with the youth on this skill prior to calling employers.

All students in the pilot year of the program were interviewed by employers, and all were placed at worksites. Twenty-four of the 25 private sector employers hired one youth, and one employer hired two youth. The dropout rate for this program was low, with only 8 percent of the youth dropping out before the nine weeks were completed.

The two employers interviewed for this report indicated that they were very pleased with the youth they employed. They felt that the youth referred to them were ready for employment and that the youth matched their specifications. Additionally, they were pleased with the program staff's responsiveness in addressing their concerns. One employer stated, "The success of the program at our office was largely due to the quality of the youth hired, her work ethic, and the program director who referred her to us. Because the program director knew what type of work the student was looking for, he was able to make the proper recommendation to us for a great match."

Work Experience of Youth under the Program and Monitoring of Worksites

Youth were placed in a wide variety of occupations in the 1996 private sector summer program. The largest number of youth (6) found jobs in retail establishments, followed by office/clerical work and agriculture (4 youth each), restaurant/food service work (3), and work at a marina (2). One youth worked in each of the following areas: hospital/health services, computer technology, building maintenance, landscaping, accounting, mechanic, and at an art center.

The average wage was $4.95 per hour, within a range of $4.50 to $6.50.

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Assignments with the two employers who were interviewed for this report (Exhibit A) illustrate how matching a student's interests with an employer's special needs can result in a valuable summer work experience for both the youth and the participating employer.

Program staff monitored the SCPP program on a weekly basis through brief visits to the worksites. These monitoring visits kept minor problems from becoming major ones. The main problems cited were related to tardiness and attendance.

Private Sector Participation in IIB Program

The IIB component of SCPP served 32 of the approximately 180 youth who live at Forest Ridge, a residential facility for youth who have been in trouble with the law or are in need special assistance. These youth were provided with classroom instruction and summer employment under the program. Many of the youth worked on the Forest Ridge campus, while others worked in the community in either public or private non-profit jobs accompanied by a job coach. Their wages were paid with IIB funds.

The SDA staff developed the pre-employment training curriculum (with private sector input) that was used in both the IIB and private sector programs. The training for the IIB youth was delivered by the Forest Ridge staff.

Best Practices/Lessons Learned

Program staff indicate that parents, students, employers and the Chamber of Commerce all considered the Supervised Career Preparation Program to have been very successful during its first year of operation. One of the most important positive elements consisted of the efforts of the key players. The Chamber of Commerce recruited many of the employers and helped streamline the matching process. Without personal contact to employers both large and small, program staff believe that placements would not have occurred.

School district staff, which include administrators, guidance counselors, and other school personnel, were instrumental in recruiting the students through personal communication, since flyers proved to be an ineffective way of reaching students. For the future, staff recommend that more district staff members become involved in recruiting youth so that all students can be reached. If only one district staff member is used, then the recommendation is to ensure that the staff member targets students in a wide range of academic or career areas, reaching beyond the staff member's own field.

Involving the community college was another asset of the program. Earning a free college credit while in high school was considered to be a bonus, and as an incentive it may have even encouraged some students to complete the 9-week program.

The classroom training portion of the program was also very important. Teaching it in the work environment and using an interactive modality were key elements to the success of this portion of the program.

All of these elements--the collaboration among key players, the involvement of the community college, and the classroom training--happened because of the vision and planning that resulted in the School-to-Work Grant. SDA #3 in Iowa saw an opportunity, took advantage of it, and made it a reality.

SCPP staff are looking forward to operating the program again in the summer of 1997. The staff started planning for this summer's program in January. This will allow them more time for planning, contacting employers, recruiting students, and preparing the students for making the initial contact with employers.

Contact:

Mrs. Val Bonney
Youth Specialist
JTPA Service Delivery Area 3
Box 1493
Spencer, IA 51301
Phone: (712) 262-7225
FAX: (712) 262-7665

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Exhibit A

Two Work Assignments in the SCPP Program

The Lakes Art Center

Additional employees were needed to work with children who were attending a special arts program at the Lakes Art Center, so when the SCPP program staff contacted the Center, the director of the Center expressed interest in the program. A student entering her senior year of high school who was interested in a career in art was placed by the program at the Center. The placement was a success and, in fact, the student was still working at the Center during school year 1996-97. In addition to working with the children in the arts program, the student did light housekeeping and clerical work. She has also helped set up exhibits, worked at the reception desk, and took care of some very demanding customers at the gift shop. The director of the Art Center**[?]** stated that the student began the summer as a somewhat shy teenager but has become much more assertive. In addition, she has learned a lot about responsibility, has developed good problem solving skills, and is able to work independently. Since this student will graduate in June 1997, the Center is planning to hire another student for this position through the program **[check this sentence]**.

Chiropractic Arts Clinic

After receiving a call and follow-up information from the Chamber of Commerce, Dr. Liz Kressin, head of the Chiropractic Arts Clinic, had decided to attend a meeting about the SCPP program. Her reasons for considering hiring under the program, in order of importance, were the following: (1) a need for additional help, (2) an opportunity to recruit youth for future employment at the clinic, and (3) a desire to help youth in the community. She had hired other students in the past and was interested in finding a student who was just as good as the last student who had worked for her.

After the meeting, one of the program staff indicated to Dr. Kressin that he had just the right student to meet her needs. The student was interested in becoming a medical assistant. Dr. Kressin hired her for the summer, and she was still working at the office as of the middle of the 1996-97 school year. She does much of the clerical work and assists in some patient care activities. According to Dr. Kressin, the student loves her job. If the need for assistance at the office continues and SCPP can continue to find the right student for Dr. Kressin, she indicated that she will hire another student through the program for summer 1997.

Summer Job Hunt
North Dakota

Overview

The Summer Job Hunt Program is a statewide program administered by Job Service North Dakota that places several thousand youth in nonsubsidized summer and year-round jobs across the state each year. North Dakota is a rural state; 62 percent of North Dakota's population lives in nonmetropolitan areas; four urban centers are populated by 50,000 to 100,000 people. Job Service North Dakota has 12 full-service offices that offer counseling and job search assistance, job training, job placement, labor market information, and JTPA programs. In addition, Job Service has 10 offices on college campuses, offices on each of the four Indian reservations, two half-time offices in small towns, and 66 unstaffed information centers.

The Summer Job Hunt Program has been a feature of the Job Service since the mid-1980s. Initially, the National Alliance of Business and Job Service North Dakota coordinated the program, with one large corporation serving as a sponsor. A group of three or four professionals traveled the state giving workshops to Job Service staff and volunteer business representatives. The workshops included training on how to work with employers, how to hire young people, and how to work with youth to help them find jobs. During the mid- to late 1980s, the Greater North Dakota Association (the state Chamber of Commerce) and the Governor's Employment and Training Forum also worked to promote the program.

During the early years of the program, each of the 8 regions of the state actively collaborated with private sector companies that sponsored the Summer Job Hunt. Each region collaborated with one or two company sponsors, on average. These companies hired youth for summer work and sent letters to other companies urging them to participate as well. In 1993, the Summer Job Hunt had 15 sponsors statewide. The Summer Job Hunt Program has been evolving toward a less labor-intensive effort; in 1994, eight sponsors were used. Since then, the largely self-sufficient program has not solicited company sponsors.

Summer Job Hunt is a distinct and separate program from the IIB program. While IIB is a federally funded program with specific mandates to serve those who are economically disadvantaged, the Summer Job Hunt is an unfunded promotional mechanism open to all youth. The IIB program served about 1,000 youth in North Dakota during the summer of 1996. With both programs housed in the same office, it is possible that some IIB-eligible youth are referred to Summer Job Hunt for a private sector experience. However, percentages of Job Hunt participants who are economically disadvantaged have not been compiled, nor does the Job Service systematically track the number or percentages of youth who find employment through local Summer Job Hunt promotions. However, state records from April through September 1996 estimate that the Job Service placed about 4,000 youth aged 14-21 during that period in response to about 4,700 job orders, almost all of which were thought to be from private for-profit firms.

Types of jobs the youth tend to hold include positions as supermarket checkout clerks, fast food employees, office work, retail sales, carpentry work, and computer-related work.

Program Management and Funding

Depending on the size and management structure of the local Job Service office, some offices have specialists who work specifically with youth in obtaining work, while other offices train all their staff members to be able to handle youth employment efforts. When a youth goes to a Job Service North Dakota office, he or she fills out an application form--the same form used by adult job seekers. Information includes such items as hours the youth is available to work, previous work experience, and whether the youth is seeking summer work specifically. As with adults, the youth are then informed of job openings that may match their experience, interests, and availability. They are then expected to contact the employer directly and arrange an interview. Job Service North Dakota places youth in jobs that last longer than just the summer, and the office accepts job orders for youth throughout the year.

Enlisting Employers to Provide Job Openings

To solicit job openings from employers, every spring Job Service works with the Governor's Office to send out letters to 16,000 of the state's employers encouraging them to hire youth. In the recruitment letter for 1996 (Exhibit A), the governor asked North Dakota employers to consider either hiring or helping to find summer work for the youth of the state. Employers were invited to contact Job Service of North Dakota for assistance to fill seasonal or permanent jobs. A job order form, "Job Description Checklist" (Exhibit B), was enclosed with the governor's letter so employers could conveniently fill out and fax or mail in their job openings to the nearest Job Service office. The offices were listed on the back side of the form.

In addition, news releases were sent to the press and other media alerting them to the governor's letter and the Summer Job Hunt promotion. These generated a number of news stories on radio and television that reached both employers and youth. Six newspapers ran stories about the 1996 Job Hunt. The Greater North Dakota Association included Summer Job Hunt flyers in their April newsletter (Exhibit C).

Recruitment of Youth

The brochure, "Young Workers Guide to Jobs" (Exhibit D), was developed in 1996 by the Job Service and used as a tool in recruiting youth to participate in the Summer Job Hunt. It serves as a handy guide to Summer Job Hunt and gives youth tips for finding jobs on their own.

The Job Service administrative office began the 1996 promotional campaign in March. The effort was coordinated by the Job Placement Division and the public information officer. The brochures were made available to all of the Job Service office staff to use when working with youth either in the office, at career fairs, or at other opportune events.

In addition, the State Board for Technical and Vocational Education and the State Counselors Association helped promote and distribute the brochure in the course of their normal

personal contacts with students. A brochure was sent to each high school counselor. Counselors were invited to contact their local Job Service office for additional copies. Many school counselors work with students during the spring semester to help them get into the job market. The brochures were an integral part of the classes and one-on-one counseling done with the students.

Pre-employment Training and Orientation of Youth

While Job Service North Dakota does not provide training specifically designed for the Summer Job Hunt, youth as well as adults are encouraged to attend Job Search Assistance (JSA) classes held regularly at Job Service offices, and reportedly some youth do attend. The JSA classes cover a wide range of subjects, including resume writing, preparing application letters, appropriate dress, methods of doing job searches, and role play interviews on video.

Matching Youth with Job Openings

Youth who are seeking a summer job are matched with job openings, just as are adult applicants. The standard applications include the client's experience, job skills, and education. With the information provided on these forms, applicant qualifications are matched with job orders. The youth then have the responsibility for arranging their own interviews with employers who have submitted the job openings to which they have been referred.

Work Experience of Youth Under the Program and Monitoring of Worksites

The program does not specifically track the work experience acquired by the youth under the program, nor are worksites monitored.

Private Sector Participation in IIB Program

No information was available on whether or not the private sector participated in the IIB program in North Dakota.

Best Practices/Lessons Learned

The Job Service North Dakota identified the following practices as particularly effective in placing youth in nonsubsidized summer jobs:

- Job Service North Dakota sets out to give youth guidelines for successful job hunts to enable them to better take the initiative themselves. With a very low unemployment rate in the state currently, entry-level job openings are numerous, especially in the more populated areas. Staff believe that youth who seem unable to find a job often just need a little extra help with the job search. Youth go through the same process as adult clients and are expected to exercise initiative similarly.

- The brochure "Young Workers Guide to Jobs" appears to have filled a void in information and has given Job Service and others who work with the youth a simple and effective guide. Thousands of the brochures were ordered during school year 1996-97 by school counselors and other youth workers in the state.

Contact:

Ms. Gayle Schuck
Public Information Director
Job Service North Dakota
1000 E. Divide
P.O. Box 5507
Bismarck, ND 58506-5507
Phone: (701) 328-3103
FAX: (701) 328-1612

Exhibit A.

State of North Dakota

OFFICE OF THE GOVERNOR
600 E. BOULEVARD – GROUND FLOOR
BISMARCK, NORTH DAKOTA 58505-0001
(701) 328-2200

EDWARD T. SCHAFER
GOVERNOR

Dear Employer:

Each spring I ask North Dakota employers to consider hiring our youth for summer jobs. This statewide promotion, called the Summer Job Hunt, is sponsored by Job Service North Dakota and the Greater North Dakota Association.

This year my request is especially significant. In past years, many needy youth were able to participate in a federally funded program called the Summer Youth Employment and Training Program. Participants received pay for working at public job sites or attending classes. Unfortunately, funding for this program has been frozen by congressional budget negotiations in Washington. That means even more young people will be looking for work, and many of these youth are from rural areas where job opportunities are limited.

I want to personally encourage you to take part in the Summer Job Hunt by hiring or helping find summer work for the youth of our state. Hiring youth is a win-win situation. For instance, a young employee can provide additional help while other employees take summer vacations, or you may be starting them on a career path that could lead to permanent employment by your company. The young workers win, too, because they learn more about the world of work while earning spending money or money for college. The focus on school-to-work opportunities is a growing trend that will benefit both employers and students, and the Summer Job Hunt is a good opportunity to get involved.

If each employer helps one or more youth find a summer job, the Summer Job Hunt will be a success. Please join me and others in this effort. I want to make a special appeal to employers in rural areas to make this effort on behalf of the youth in your communities. If you need assistance to fill seasonal or permanent jobs, please contact Job Service North Dakota.

You may use the attached Job Description Checklist to identify your company's job openings and return it to the nearest Job Service office listed on the reverse side of the checklist

My best wishes to you for a great summer in 1996.

Sincerely,

Edward T. Schafer
Governor

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Exhibit B.

JOB DESCRIPTION CHECKLIST
JOB SERVICE NORTH DAKOTA
JOB PLACEMENT DIVISION
SFN 16236 (R. 2-96)

Date: _____

Employer: _____ Fax: _____

Address: _____

Phone: _____ Whom to see: _____

Job title of position to be filled: _____

Description of job to be performed (include essential functions): _____

_____

_____

_____

Equipment/machines/tools: _____

_____

Special skills/qualifications: _____

_____

Number of openings: _____ Number to refer: _____

Duration: FT, PT, Perm., Temp.

Hours Per Week _____

Hours, days, shift worked: _____

Pay: _____ per hour, day, week, month, year, other: _____

Benefits: _____

Education/minimum experience: _____

_____

Test: Pre-Employment test, typing, spelling, ten key, alphanumeric, numeric, other: _____

How to apply: ☐ Call for appointment ☐ In person ☐ Send resume ☐ At Job Service
☐ Complete company app ☐ Complete generic app. _____

_____ Deadline date: _____

Driver's license: ☐ Yes ☐ No Class _____ Endorsements _____

Professional license/certificate required _____

Affirmative Action: ☐ Yes ☐ No Target group _____

Other information (directions to job, etc.) _____

_____

To list your openings with Job Service, complete this form and mail, fax, or call the local Job Service office in your area. Note backside for Job Service local office information.

Job Service North Dakota is an equal opportunity employer/program provider.
Auxiliary aids and services are available upon request to individuals with disabilities.

JOB SERVICE OFFICES

Area Code for all of North Dakota is 701.

Office	Street Address Mailing Address	ZIP	Telephone	TDD Number	Fax
BEULAH	119 E MAIN PO BOX 670	58523 58523-0670	873-5607	1-800-438-2513	873-2166
BISMARCK- MANDAN	216 2ND ST N PO BOX 1635	58501 58502-1635	328-5000 1-800-247-0981	328-5051 1-800-438-2513	328-5050
DEVILS LAKE	301 S COLLEGE DR PO BOX 690	58301 58301-0690	662-9300 1-800-247-0982	662-9311 1-800-438-2496	662-9310
DICKINSON	66 OSBORN DR PO BOX 90	58601 58602-0090	227-3100 1-800-247-0983	227-3112 1-800-438-2499	227-3111
FARGO	1350 32ND ST S PO BOX 9829	58103 58106-9829	239-7300 1-800-247-0985	239-7358 1-800-438-2514	239-7350
FORT TOTTEN	TRIBAL BLDG PO BOX 418	58335 58335-0418	766-1203	1-800-438-2496	
FORT YATES	JOB SERVICE BLDG PO BOX 472	58538 58538-0472	854-7463	1-800-438-2513	854-3963
GRAFTON	927 12TH ST W PO BOX 607	58237 58237-0607	352-4450 1-800-321-7416	1-800-438-2515	352-4454
GRAND FORKS	1501 28TH AVE S PO BOX 13637	58201 58208-3637	795-3700 1-800-247-0986	795-3758 1-800-438-2515	795-3750
HARVEY	119 9TH ST W	58341-1504	324-4552	1-800-438-2495 (Open M., Tu., Th. Only)	
JAMESTOWN	429 2ND ST SW PO BOX 780	58401 58402-0780	251-2256 1-800-247-0988	253-3068 1-800-438-2495	253-3723
MINOT	3416 N BROADWAY PO BOX 1727	58701 58702-1727	857-7500 1-800-482-0017	857-7595 1-800-438-2497	857-7550
NEW TOWN	TRIBAL ADMIN BLDG PO BOX 477	58763 58763-0477	627-4390	1-800-438-2497	627-4305
OAKES	517 MAIN AVE	58474-1241	742-2546	1-800-438-2495 (Open Tu., W., Th. Only)	
ROLLA	103 E MAIN AVE PO BOX 490	58367 58367-0490	477-5631	1-800-438-2496	477-6701
VALLEY CITY	250 S CENTRAL AVE PO BOX 489	58072 58072-0489	845-8613 1-800-831-6374	1-800-438-2495	845-8618
WAHPETON	524 2ND AVE N PO BOX 68	58075 58074-0068	671-1500	1-800-438-2514	671-1505
WILLISTON	422 1ST AVE W PO BOX 1599	58801 58802-1599	774-4370 1-800-247-0989	774-4303 1-800-438-2498	774-4378

TOLL-FREE NUMBERS ARE USEABLE ONLY FROM WITHIN THE STATE OF NORTH DAKOTA

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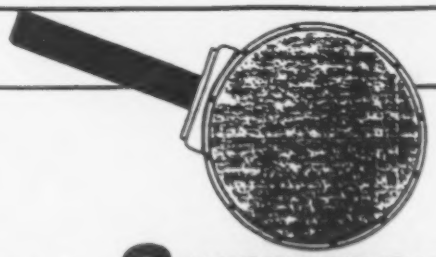
Exhibit C.



JOIN THE Summer Job Hunt

Each year, GNDA, the Governor's Office, and Job Service North Dakota have joined forces to promote hiring youth for the summer months.

We call this the *Summer Job Hunt*. The discontinuance of the federally-funded Summer Youth Employment and Training Program in 1996 will increase the private sector's importance in helping the state's youth find work.

As employers, we hold the key to the number and kinds of jobs that youth will fill. The unemployment rate in our state is at an all-time low. This means that a prime source of summer help needs to come from our young work force.

Finding good help for the summer can be difficult. Whether you need an extra person during vacation periods or to meet seasonal peek workloads, consider hiring youth.

If you want assistance in finding workers, call your local Job Service office. If you need a special talent or skill, perhaps your local school or Job Service can help. School-to-work programs are springing up to help match employers' needs with youth seeking career-related summer jobs.

Remember, for summer help, think *Summer Job Hunt*.

Exhibit D.

Job Service Offices

Beulah
119 E Main
Phone: 873 5607
Toll Free TDD: 1 800 438 2513

Bismarck-Mandan
210 2nd St N
Phone: 328 5000
Toll Free: 1 800 247 0981
TDD: 328 5051
Toll Free TDD: 1 800 438 2512

Devils Lake
3[illegible] S Carlyon Dr
Phone: 662 9307
Toll Free: 1 800 247 0982
TDD: 662 9311
Toll Free TDD: 1 800 438 2496

Dickinson
[illegible] Dr
Phone: 227 3100
Toll Free: 1 800 247 0983
TDD: 227 3112
Toll Free TDD: 1 800 438 2494

Fargo
1351 32nd St S
Phone: 239 7300
Toll Free: 1 800 247 0985
TDD: 239 7354
Toll Free TDD: 1 800 438 2514

Fort Totten
[illegible]
Toll Free TDD: 1 800 438 2496

Fort Yates
[illegible] Building
Phone: 854 7461
TDD: 1 800 438 2512

Grafton
[illegible]
Phone: 352 4411
Toll Free: 1 800 321 7411
Toll Free TDD: 1 800 438 2515

Grand Forks
[illegible]
Toll Free: 1 800 247 0986
Toll Free TDD: 1 800 438 2511

Harvey
118 4th St W
Phone: 324 4552
Toll Free TDD: 1 800 438 2495
[illegible]

Jamestown
424 1st St S
Phone: 251 2250
Toll Free: 1 800 247 0987
TDD: 253 3067
Toll Free TDD: 1 800 438 2493

Minot
3411 N Broadway
Phone: 857 7500
Toll Free: 1 800 482 0011
TDD: 857 7599
Toll Free TDD: 1 800 438 2497

New Town
[illegible] Building
Phone: 627 439
Toll Free TDD: 1 800 438 2497

Oakes
[illegible]
Toll Free TDD: 1 800 438 2494

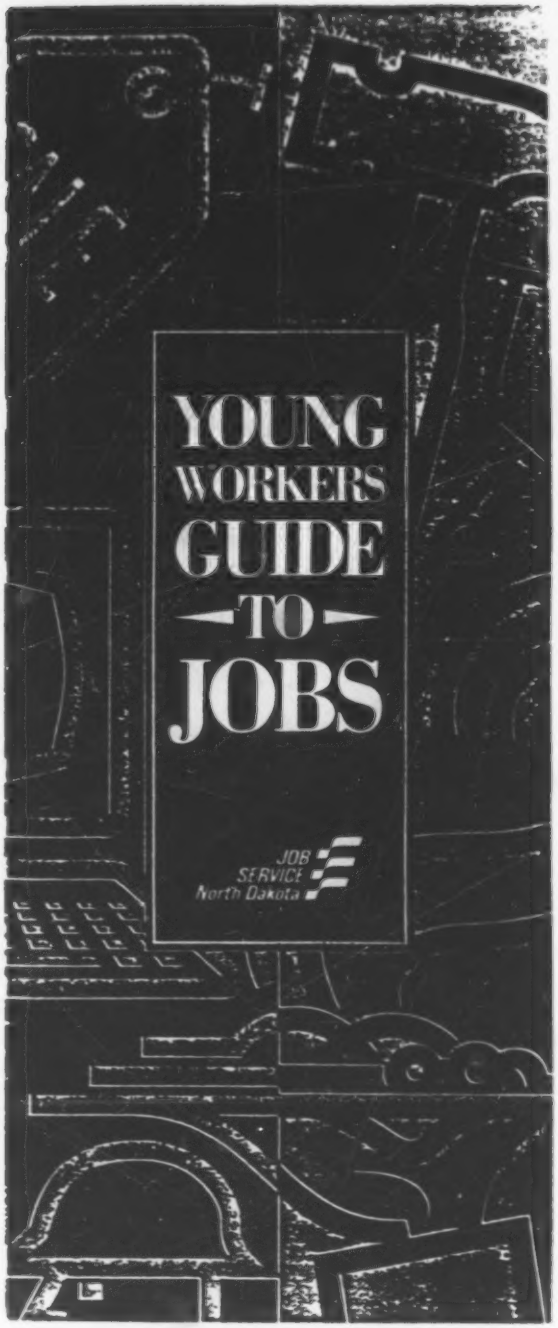
Rolla
[illegible]
Phone: 477 563
Toll Free TDD: 1 800 438 2494

Valley City
[illegible]
Toll Free: 1 800 [illegible]
Toll Free TDD: 1 800 438 2492

Wahpeton
[illegible]
Toll Free TDD: 1 800 438 2[illegible]

Williston
[illegible]
Toll Free: 1 800 247 0988
Toll Free TDD: 1 800 438 2511

JOB SERVICE North Dakota
JOB PLACEMENT DIVISION
JSND 212 (R 3 96)



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TIPS ON FINDING A JOB

Planning ahead is the key to a successful job hunt. These hints will help you organize a job search:

1. Ask your family, relatives, teachers and friends to tell you about any job possibilities.

2. Cover your neighborhood. Go to stores, restaurants, theaters, offices, and gas stations. Ask to fill out applications.

3. Read the Help Wanted ads in the local newspaper. They may list possible job openings or give you ideas about jobs.

4. If you don't find a job immediately, DON'T GIVE UP.

5. Consider working for yourself--create a job. Offer to do baby sitting, computer work, yardwork, or wash cars. Look for unique opportunities.

WHAT KIND OF JOB DO YOU WANT?

The following list includes some job possibilities:

Warehouse Worker
Golf Caddy
Waiter/Waitress
Delivery Person
Car Washer
Retail Sales
Orderly
Child Care
Counter Worker
Hoeing Sugar Beets
Nurse Aide
Usher
Ticket Taker
Lifeguard
Office Clerk
Carryout Worker
Typist
Receptionist
Housecleaner
Housekeeper
Kitchen Helper
Concession Attendant
Library Aide
Laboratory Assistant
Bookkeeper
Highway Flagger
Yardworker
Short Order Cook
General Helper
Janitor
Cashier
Gas Station Attendant
Playground Monitor
Restaurant Worker
Farmworker
Summer Camp Worker
Construction Helper
Greenhouse Worker
Window Washer
Recreation Leader
Telemarketer

A few of these require training, but many employers understand that young people don't have fully developed job skills. Jobs are often planned to help you gain experience.

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HERE'S HOW JOB SERVICE CAN HELP

Job Search Assistance—
Attend a Job Search Assistance workshop that covers topics such as interviewing, resumes, filling out applications, getting motivated, and much more.

Career Counseling
Trained Job Service employment counselors can help you explore career options. Our aptitude and interest tests help you select a field where you are likely to find success. Ask about the "Choices" software.

Resource Center
Most Job Service offices have Resource Centers with the information and tools to help you take charge of your job hunt. Use the computerized resume writing program or look through college catalogs and much more.

Job Placement
Find work through our local, state and national job listings.

JTPA Programs
If you're 16-21, you may qualify for Job Training Partnership Programs offered by Job Service. Here are some ways we can help:

On-the-Job Training—If you meet eligibility requirements, you may learn job skills at a job site. You will receive regular wages like other employees.

Classroom Training—If eligible, you may enroll in a vocational training course for up to two years and earn a degree. You may also earn a high school equivalency diploma (GED). JTPA may pay for tuition, books, and supplies.

Job Corps
The Burdick Job Corps Center in Minot is open to economically disadvantaged North Dakota men and women ages 16-24. Live at the center while you learn a new trade or study for your GED. Room and board are free and you'll even earn spending money. The center includes a dormitory for single parents with children.

Learn more about these services. Contact Job Service today!

SUCCESSFUL INTERVIEWS

Make the best impression possible during job interviews. Your attitude, appearance, and personality are very important when you apply for a job. Be ready to tell the employer what type of job you are looking for and why you believe you can handle it. Here are some tips:

1. Go to the interview alone. Plan to arrive a few minutes early.
2. Be neat and wear clean clothes. Don't chew gum. Dress suitably for the kind of work you are seeking.
3. Have your social security number, proof of age, employment and

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school records, driver's license, and references with you.

4. Be alert during the interview. Sit up straight and answer questions in a businesslike manner.
5. Think before answering questions. Be polite, accurate, and honest. Here are some questions you may be asked:
   —What work have you done?
   —How did you do it?
   —Did you use any special tools or equipment?
   —How much did you earn?
   —Have you done any volunteer work?
   —What courses or training have you had in school?
   —What are your hobbies or activities?
6. Emphasize what you can do. Show interest and say you are willing to learn. Don't apologize for what you can't do.
7. Don't be afraid to ask questions, but don't ask about the pay until you are offered a job.
8. Don't argue with the employer or try to get sympathy. Don't complain about previous jobs.
9. If you aren't hired during the interview, ask when a decision will be made. If you don't hear from the employer, you may make a phone call to find out the status of the job. Always be polite.
10. Thank the employer for the interview and say you hope to get the job.

WHAT TO DO AFTER YOU GET THE JOB

Your employer needs to know that you will:

—Report to work on time and be there regularly.
—Ask questions.
—Try your best to carry out your job duties.
—Follow instructions.
—Take care of company equipment and property.
—Find out about the rules--both written and unwritten.
—Cooperate with other employees.
—Ask for feedback.
—Cheerfully accept responsibilities. Smile!

IF YOU ARE UNDER 16

If you are under 16, special state laws may apply to you. If you are 14 or 15, you must obtain a special certificate to work. Those under 14 years of age can work as independent business persons, or for family or in farm work, but not in a place of business. Contact the North Dakota Labor Department for more information.

IF YOU DON'T GET A JOB

If you don't find a job, you can still gain money or experience by doing odd jobs or volunteer work. Ask for references to help you in your next job hunt.

Richmond/Mayor's Summer YouthWORKS Program
Richmond, California

Overview

The Richmond/Mayor's Summer YouthWORKS Program, Richmond, California's nonsubsidized summer youth employment program, was developed and is administered under the auspices of the City of Richmond Community and Economic Development Division, Employment and Training Department. Richmond is located outside of San Francisco near the Bay and has a population of 94,000. Primarily urban middle class, the area is attractive to businesses and maintains a strong economic climate.

In 1996, the program had approximately 25 participating employers. Of these, 20 were private for-profit firms, 3 were non-profit organizations, and 2 were government agencies. Most (about 18) of the private for-profit firms were medium sized (25-100 employees). Eighty percent of the firms hired five or fewer summer youth from the program. Chevron Corporation and Berlex Laboratories were the most active participants from the private sector, with Chevron being the leading participant (contributing $25,000 and employing at least 30 youth from the Richmond program). Berlex employed 10 youth from the program. The participation of Berlex Laboratories in the program is profiled in Exhibit A at the end of this report.

Although the summer youth employment program has existed for several years, prior to 1991 it had few resources and limited private sector participation. However, this changed in 1991 when Isiah Turner became the SDA Director and then Deputy City Manager for Community and Economic Development. Mr. Turner had previously operated a similar youth employment program in the state of Washington where he served as Commissioner of Employment. He realized that the current economic climate, with its corresponding decreases in government funding, made private sector participation critical to the maintenance of summer employment opportunities for young people in the Richmond area. Taking the lead in contacting key business officials and influential community leaders, he started with the mayor, members of the City Council, and the Chamber of Commerce to enlist community support for a summer youth employment program that businesses would find attractive.

By the summer of 1996, the Richmond/Mayor's Summer YouthWORKS Program had expanded to 588 youth employed in the nonsubsidized summer employment program. Of these, 536 were employed in the private sector and 52 in state and local government agencies. In addition, 500 youth were employed in the subsidized IIB program. Approximately 61 per cent of the non-IIB funded youth (360 youth in all) were considered economically disadvantaged according to the JTPA guidelines. Most of the youth in the program (60 percent) were 16 or 17 years old. Twenty per cent were between ages 18 and 21, and the remaining 20 percent were 14- and 15-year-olds. Seventy percent of the youth were African American, 14 per cent were Hispanic, and 9 percent were Asian. Less than 10 percent were white or American Indian. There were equal percentages of males and females. Ninety-five per cent of the youth in the nonsubsidized private sector program completed their summer employment.

Program Management and Funding

SDA staff play a substantial role in orchestrating this program. JTPA temporary staff are hired in the summer to help manage the program which seeks to find employment for all Richmond area youth, not just those eligible for the IIB program. Being responsible for the overall success of the program requires the SDA to oversee a process containing a myriad of discrete tasks. The SDA has responsibility for networking with the business community to obtain the jobs for the Richmond/Mayor's Summer YouthWORKS Program. It also recruits the youth, provides orientation and training to acquaint them with the culture and protocol of the business world, oversees the job matching to ensure that qualified youth apply for available positions, provides formal and informal worksite monitoring and evaluation, and assigns an SDA staff contact person to each youth to be available in the event of problems on the job. In addition, SDA staff offer orientation and training to participating employers, striving to help them understand their obligations toward the youth and seeking ways to communicate realistic expectations for job performance. To facilitate the entire process, the SDA arranges media coverage and publicity for the program and its events, which include hosting a festive appreciation luncheon for participating employers.

Enlisting Employers to Provide Job Openings

The SDA director has primary responsibility for making and maintaining the business and community contacts necessary for successfully marketing the program, soliciting/obtaining jobs, and raising funds. He is assisted by SDA program staff and members of the Steering Committee. The latter is comprised of the Mayor and 4 local CEOs who are lead advocates for the program and responsible for maintaining momentum and enthusiasm. Other committees include publicity (headed by the General Manager of a local paper), finance, and marketing (comprised primarily members of the PIC). Job solicitation is done constantly: members of the PIC mention the program when attending meetings, luncheons, and community events, and even while socializing at the golf course.

Many other individuals also enlist employer support for jobs and other contributions for the Richmond/Mayor's Summer YouthWORKS Program. While the SDA director and his staff secure approximately 40 per cent of the total number of openings for the youth, they rely heavily on the support they receive from other areas of the community, such as:

- The Mayor and other political figures are credited with roughly 15 percent of the jobs (political leaders frequently interact with businesses, and those in Richmond are strong proponents of this summer youth employment program, enthusiastically describing it as an "easy sell");

- Members of the PIC, many of whom are actively involved in the business community and provide about 25 percent of summer jobs annually;

- Other business leaders, such as the Head of the Chamber of Commerce, who secure about 10 percent of the jobs for this program;

- Staff from the California Employment Development Department (EDD) who concentrate on securing summer jobs for youth generally contribute about 10 per cent of the Richmond/Mayor's Summer YouthWORKS Program jobs; and

- Other city and community entities who hire the youth for neighborhood beautification projects or work with seniors and disabled persons.

Special efforts are also made to secure those jobs requiring greater skills and more career orientation. Many of the area's technical and professional companies have representatives on the PIC. They work with the older youth to secure positions with the potential of becoming full-time at a later date. Thus far, Kaiser Permanente, Berlex Laboratories and Biosciences, and Zeneca (a fertilizer and chemical manufacturer) have made this type of job available. In addition, the SDA keeps files on all employers who, in the past, have requested youth with "unusual talents or skills." The SDA often contacts these employers to arrange similar jobs for the upcoming summer program.

The SDA maintains that the entire community must take responsibility for employing and training youth as "workers of the future." The private sector alone is unable to sustain the Richmond/Mayor's Summer YouthWORKS Program. Appeals are made to the entire Richmond community emphasizing that the responsibility for training these youth, and giving them the skills and opportunities they need to become productive citizens, belongs to everyone. Many groups have responded positively. Local churches take up offerings and donate them to the program. There are also several local government agencies and other funded departments with resources to hire youth or participate in other ways. Agencies involved in community redevelopment, housing authorities, port authorities or clubs are all seen as potential contributors.

The SDA uses a wide variety of channels and approaches to solicit job openings and contributions from employers:

- **Media**: radio/TV/public service announcements, newspaper articles in local papers and flyers;

- **Speakers**: at local business meetings and community groups such as the Chamber of Commerce, the Rotary Club, area churches, neighborhood meetings and other appropriate local forums;

- **Promotional activities and materials**: fundraisers such as boat cruises, and t-shirts, brochures, and explanatory literature;

- **Direct Mail Campaign**: letters are sent to individuals using a list generated by Richmond's Business Licensing Department, Contract Compliance Department, and Public Works Department; and

- **Networking**: SDA staff and members of the PIC make regular visits to contacts in the business community for purposes of follow-up and job development in addition to more informal promotions at community social events. Typically, members of the Chamber of Commerce and the SDA staff target small to mid-sized corporations. Larger corporations (such as Berlex) are courted from the time they visit the Richmond area to consider establishing an office there. They are contacted and invited to join in the effort by organizations (Chamber of Commerce, City Council) and on a personal basis (e.g. invitations to the local country club by businesspeople involved in the campaign). Once employers respond, the program year begins with by a "kick-off" luncheon featuring a current overview of the program, job placement goals, and relevant speakers.

SDA staff emphasize that all these techniques and strategies used to solicit business and community assistance produce results because the program is grounded in the standards of the business community. The program trains the youth to understand, accept, and meet the needs of their employers. The SDA considers both the youth and the employers to be "customers." Seeking to give employers a "quality product" when they hire youth through the Richmond/Mayor's Summer YouthWORKS Program, the SDA also streamlines the entire process by minimizing any red tape, paperwork, and other hindrances often associated with "bureaucratic government programs."

In soliciting job openings, the Richmond program requires that youth must be employed at least 20 hours per week and for a minimum of 6 weeks per summer. Each youth must be assigned to a specific supervisor who provides performance feedback. No minimum wage is specified beyond requiring that employers meet the statutory minimum. Hourly wages in the 1996 program ranged from $4.25 to $12.00 an hour, with an average of $6.00. Employers are encouraged to maintain their standards while being realistic as to the level of expertise the youth are likely to demonstrate.

The 1996 budget for the nonsubsidized summer employment program was $166,494. The great bulk of this amount, 85-90 percent, was contributed by corporate sponsors, local churches and ministerial alliances, neighborhood associations, and other city government agencies such as the redevelopment agency, the housing authority, and the Public Works and Planning Departments. This combination of contributors is a hallmark of the program. Most of the remainder was provided by the city of Richmond in the form of office space, utilities, and supplies. Most of the budget was spent on payroll for jobs created by these contributions that supplemented jobs directly provided by private employers. The remainder of the funds were used to hire one staff person to coordinate the private sector program. This person works full-time in the summer, managing all aspects of the program, and part-time the rest of the year, coordinating the year-round campaign to raise jobs and monies for the summer.

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Recruitment of Youth

Approximately 50 per cent of the youth recruited for the private sector program are IIB-eligible. SDA staff begin recruiting youth sometime in April by placing announcements in local high schools, contacting the area high school Work Experience Coordinators, sending flyers to community centers and churches, and visiting city-wide associations requesting that they pass out applications. A significant amount of "word of mouth" advertising is done as well. The program staff recruits approximately 75 per cent of the youth involved in the private sector program, and the PIC recruits most of the remainder.

To acquaint the youth with the type of competition for jobs they will be facing when they enter the labor market, the program mixes IIB program youth with those who are not eligible for IIB funds for orientation, training, and job interviewing. Neither the youth nor the employers are informed as to the youth's IIB eligibility and status. The latter is determined by the SDA staff when they review the incoming applications.

As a result, all youth receive an identical application packet, and there is a cut-off date for submission of applications after which there is no guarantee of a summer job. However, late applicants are placed on a list giving them priority for a job the following year. Youth applying before the cut-off date have an equal opportunity to interview for the available positions commensurate with their skills.

The application packet also gives other tips on job-hunting skills and offers suggestions for starting a small business. Although most youth find jobs through the program, the SDA strongly believes that youth need to learn to job hunt on their own.

The SDA seeks to relieve the private sector, whenever possible, of any burdens that hamper their ability to provide youth with a "quality work experience." One effective strategy is to offer to manage certain administrative duties involved in hiring the youth, such as payroll. This offer is made to all participating private sector employers. While some choose to participate, others prefer to manage such responsibilities directly, as is done with their other employees.

Pre-Employment Training and Orientation of Youth

All youth (regardless of IIB eligibility or eventual job placement) who are part of the Richmond/Mayor's Summer YouthWORKS Program must attend a 4-hour orientation where they are schooled in the essentials of the business culture and etiquette before having their skills assessed. At least 2 of the 4 hours is done in a large group, stressing such basic business principles as "do not bring beepers or family and friends to work." The importance of attendance and punctuality is underscored. SDA staff note that particular emphasis is placed on helping youth identify and follow "the right rules" and procedures. This is sometimes challenging in a workplace with a more casual or flexible atmosphere. Youth may notice other employees coming in late, or taking extended lunch breaks, and mistakenly assume that they can also follow such

practices. Time is spent discussing appropriate dress, telephone etiquette, and effective communication skills and techniques. Youth are also encouraged to have a teachable manner and ask for more work when they have completed a task. They are advised to become as familiar with and proficient in the work they are asked to do. They are also asked to be able to describe their position in an articulate manner so that they can discuss their work experience with others in the community. The SDA stresses that each youth personally represents the Richmond/Mayors Summer YouthWORKS Program to the community.

SDA staff note that those orientations that are held in small groups of youth (less than 50) have certain advantages:

- They provide more time for one-on-one discussions;
- They facilitate a more thorough assessment of skills; and
- They permit the staff to identify the students' "real interests" as opposed to choices youth sometimes make based on salary, location, convenience, or other friends on the job.

Such in-depth probing is not as feasible in the larger group orientations, which typically rely more on lectures and handouts. In either case, however, one-on-one training is always available to the youth if needed.

Since 85 per cent of the private sector employers interview youth before making a hiring decision, part of the orientation process exposes youth to effective interviewing techniques. Youth in orientation sessions with less than 50 youth have the advantage of being able to role-play a job interview before actually applying for a job. Resumes are also reviewed during this time, and each youth is strongly encouraged to have 3 references available.

Finally, youth hear testimonials from others with previous program experience along with presentations by representatives from the private sector employers.

In addition to pre-employment training for the youth, the SDA staff also conduct orientation and training for all participating employers and those members of their staff who will be supervising and working with the youth on-site. Fifty company and worksite supervisors attend each orientation session. Staff reiterate the necessity of private sector involvement in the training of these "workers of tomorrow." Included in the agenda are discussions concerning the legal responsibilities of the employer toward the youth, SDA supervising requirements for youth when on-site, and suggestions for mentoring the youth.

Matching Youth with Job Openings

Youth indicate their interests and preferences on their applications by listing previous paid positions, volunteer positions, personal interests, hobbies, career aspirations, and subjects taken in school.

The youth's skills are assessed during the orientation period. Youth then scan the available job orders and choose several in which they are interested. The SDA staff ensure that youth have chosen jobs for which they are qualified, since each person will compete with two or three others for each job. Youth who select positions for which they are unqualified receive counseling and are assisted in making other selections. Those IIB-eligible youth with marginal skills are given priority for subsidized positions rather than being referred to private sector employers.

All of the employers in the nonsubsidized program provided either written or oral specifications for job matching and hiring purposes. Most of the employers (85%) gave their specifications in writing and many concerned minimum ages for employment. Fifteen out of the 25 employers wanted youth aged 16 or older. Five employers specified youth aged 18 or older, with the remaining 5 companies willing to hire youth if they were at least 15. A couple of employers wanted the youth to have some previous work experience. Two specified certain skills as being mandatory for employment.

Youth are made aware that private sector employers sometimes expect them to demonstrate the skills needed for specific jobs. Job candidates may be asked to take a typing test to prove that they can type 25-30 words per minute or are capable of using a specific software package. For example, youth applying for jobs in the chemical division of a large company were tested to see if they understood the basic principles of chemistry. Youth quickly discover that those individuals possessing the necessary skills receive the prevailing wage for that specific job classification. Some youth in high-skilled jobs earned $12 an hour, thereby reinforcing the importance of staying in school and developing marketable skills. Youth who are not offered a specific job learn a lesson about "real world competition" and have the opportunity to interview again.

Work Experience of Youth Under the Program and Monitoring of Worksites

Of the youth employed in nonsubsidized jobs in 1996, the largest proportion (40 percent) were employed in construction work. Other fields included:

- Recreation, camp, and playground work (15 percent);
- Childcare (12 percent);
- Office and clerical work (10 percent);
- Building maintenance and custodial repair (10 percent); and
- Groundwork and landscaping (5 percent).

Fewer than 10 percent of the jobs were in libraries, museums, food service, health, or in environmental/conservation work.

Since 1991, between 8-10 percent of the youth involved in the Richmond/Mayor's Summer YouthWORKS Program have negotiated to continue their jobs throughout the year. For example, in recent years, several youth have continued to work for Berlex on a year-round basis. Other area businesses began this practice in 1996, and the SDA plans to continue encouraging it in 1997. The SDA received a Challenge Grant from the U.S. Department of Labor and used some of the funding to create a Youth Task Force. Four youth were hired to perform a "needs assessment" in the community and collect ideas about how to finance and implement a year-round youth employment program. By interviewing the Mayor, community leaders, and parents, the youth obtained suggestions for a community-based campaign that included fundraisers. The emphasis was on involving the entire community in the process, not just the private sector. Pledges were made from various groups to sponsor such fund-raising activities as a fashion show and a silent auction. Remaining funds from the DOL grant were then used to hire an adult to implement the information and ideas from the Youth Task Force's research. Currently, the SDA plans to handle the administrative costs of a year-round program using IIC funds and funds raised in the community while the businesses contribute wages.

Informal monitoring of the nonsubsidized program is performed weekly by temporary SDA staff assisting with the summer youth program. In the event of a problem, the SDA asks the employer to immediately notify the designated SDA contact person. As a rule, the issue is worked out between the worksite supervisor, the youth, and the SDA contact. Parents are not notified unless legal issues are involved.

At the end of each summer, the SDA staff carry out an internal evaluation of the program, based on a survey of a sample of the private sector worksites. They interview the worksite supervisors and ask them to complete forms giving feedback on their summer experience. Data are collected for each youth from all private sector summer employers, including age, sex, number of hours worked and hourly wages. The information is compiled and included in a report along with suggestions for improving next year's program. The report is distributed at the annual appreciation luncheon for participating employers.

Private Sector Participation in IIB Program

While hiring youth for nonsubsidized jobs is the primary way in which private sector employers support the summer employment of the city's youth, they also participate, on a limited scale, in the IIB program. Last summer, several firms offered IIB financed internships to youth interested in pursuing a career in the firm's field of endeavor, exposing the students, on a daily basis, to different aspects of a career in these fields. In addition, Chevron lends the SDA two employees during the summer to assist with administrative staff work and job development in the IIB program. The company also provides any required uniforms and boots needed by IIB hires. Fifty individuals from the private sector collaborate with SDA staff to conduct "world of work" workshops for youth during the school year, many of whom will be hired under the IIB

program during the summer. A local banking institution presents seminars to IIB youth on how to manage their personal finances.

Best Practices/Lessons Learned

Based on his experience with the Richmond private sector program and similar efforts during his tenure as Commissioner of Employment in the state of Washington, the SDA director indicated that the following approaches can optimize the chances for program success:

Assure program credibility in the business community. Successful summer youth employment programs achieve credibility by:

- Making the program "user friendly" by keeping "red tape" and bureaucracy to a minimum;
- Providing a "quality product that meets the standards of the business community, i.e referring youth who have a proper work ethic, a professional appearance and demeanor, and who are well-qualified for the job to which they are referred;
- Staffing the program with individuals viewed as credible by the business community (typically individuals with private sector experience) and who are capable of facilitating the employment process, mitigating problems, and interfacing effectively with the media to ensure positive publicity; and
- Not labeling youth as being "economically disadvantaged."

Businesses' expectations for employees are often higher than those of the public sector and the tolerance for a long learning curve is significantly smaller. Firms will not hire an individual unless they already possess the job skills necessary to perform the work. To meet these requirements and overcome employers' initial reluctance to hire youth from the program, the SDA discovered that the following strategies were effective:

- Screen youth to ensure they meet employer specifications;
- Provide youth with pre-employment training and job orientation;
- Have staff available to monitor worksites and respond to problems in a timely manner;
- Designate a specific contact person for each employer to call in the event of a worksite problem with a youth;
- Offer each employer a chance to interview up to three applicants per job offer; and

- Provide training for the employer and worksite supervisors to assist them in working effectively with the youth.

Use networking to get elected officials and key business people involved and excited. Initially, the SDA director invited individuals from the West Contra Costa Council of Industries, the Richmond Chamber of Commerce, the Economic Development Commission, the PIC (Private Industry Council), and Chevron to serve on various program committees. This invitation was followed by a luncheon featuring a presentation that included an overview of community youth seeking summer employment, area demographics, and the goals of the summer youth employment program. Fifty-two community and business leaders attended the first luncheon. The program was appealing partially because of the emphasis on employers being realistic with the youth and keeping their expectations high.

Once the program was initiated, 50 individuals from the private sector volunteered to donate their time and expertise, on an annual basis, to collaborate with SDA staff in conducting workshops for youth. Held during the school year, each workshop is team-taught by two individuals from the private sector and one SDA staff member. Over 1,500 youth attend these workshops which are held in the 5 local high schools. In their fifth year of presentation, these workshops are extremely popular, having demonstrated their effectiveness in acquainting the youth with the culture, expectations, and etiquette of the business world.

View the program as a partnership of the public, non-profit and private sectors in the community. The fact that a large array of corporate sponsors, local churches and ministerial alliances, neighborhood associations, and other city government agencies such as the redevelopment agency, the housing authority, and the Public Works and Planning Departments joined to underwrite the program reflects the SDA's conviction that the entire community must take responsibility for employing and training the "workers of the future"; the private sector alone cannot be expected to sustain the full effort.

Train youth to meet the needs of corporate America. Although networking provided the contacts that gave the program its initial opportunity and exposure, employers ultimately judged the program by the quality of the youth they hired. In preparing youth to meet the needs and expectations of corporate America, SDA staff feel that it is essential to:

- Emphasize attitude, work ethic, and qualifications. The SDA staff must understand and accept these business expectations and seek to instill them in the youth.

- Provide the youth with sufficient training. Training programs such as the Richmond SDA's orientation sessions can assist youth in meeting employer expectations by training them in the basics of the corporate work ethic. Private sector speakers at these workshops can give youth tips on "dressing for success," managing personal finances, and getting along with employers.

- Prepare youth for "real world" competition. Youth in the Richmond program knew that while they would be sent on three or four job interviews with various employers, they would be competing with two or three other youth for any one position. They were prepared to face "real world" competition.

- Teach youth to take lead role in establishing the program's credibility through their manner, attitude, and performance on the job.

Use a wide variety of channels and techniques to solicit support. The Richmond SDA has found that it is desirable to use numerous channels to publicize the program and attract the attention and support of private sector employers, including the media, speakers, promotional events and materials, direct mail and networking.

Provide ample public recognition for participating firms. This was highlighted by the Richmond SDA staff as being especially crucial. At the end of each summer, a large luncheon is held in honor of those firms that participated in the Richmond/Mayor's Summer YouthWORKS Program. The catered event is festive, receives media coverage, and is attended by prominent businesspeople and city officials including the Mayor and members of the City Council who award plaques and other mementos of participation. Featured speakers include selected youth whose participation in the program was noteworthy. Not only does this type of event make the employers feel appreciated and give them a sense of ownership in the program, the publicity also benefits both the program and the businesses that participate.

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Exhibit A
Profile of a Participating Employer:
Berlex Laboratories and Biosciences

Berlex Laboratories and Biosciences is a national pharmaceutical company that opened a Richmond office in 1992. A large firm, with 400 employees on the West Coast alone, Berlex is very oriented toward community service. The West Coast office generally sets the pace for the entire company, and Richmond has participated in the Richmond/Mayor's Summer YouthWORKS Program since 1992. The SDA Director contacted the Berlex Director of Human Resources before the company had even made a final decision regarding locating to Richmond. Giving Berlex executives a tour of the city, he explained the summer youth employment program. When Berlex decided to buy the Richmond property, its executives agreed to (1) notify city officials when job openings were available; and (2) hire 10 youth from the Richmond/Mayor's Summer YouthWORKS **Program**.

Berlex executives' initially favorable impression of the SDA Director's presentation was intensified when they hired young people from the program for summer jobs and were favorably impressed by the quality of youth the program produced. SDA screening resulted in excellent job matches, the program progressed smoothly, and the few problems that arose were handled by SDA staff in a responsive manner. One Berlex official laughingly remarked that they had "more problems with employees than with [the Richmond/Mayor's Summer YouthWORKS] Program kids." As a result, while Berlex has kept the number of youth hired at 10 over the past 4 years, the company has made additional financial contributions to the program and agreed to expand their participation by keeping 6 youth on, part-time, throughout the year. These six youth, hired in the summer of 1996, will continue to work on a part-time basis throughout the 1996-1997 school year and throughout the summer of 1997. If successful, the next group of youth will begin at the start of the 1997-1998 school year and work through the summer of 1998.

Berlex anticipates some variety in the type of jobs the youth receive from year to year because the positions depend upon individual qualifications. For example, in 1995, five of the summer youth were employed in clerical positions, while five others held junior lab positions, performing supervised tasks such as weighing chemicals. This past summer, some youth were in Berlex's shipping/receiving department, while others occupied clerical positions, since none of the applicants were deemed qualified for lab work.

The youth appeared to benefit from their Berlex employment in numerous ways, including:

- An increased understanding of the discipline of the workplace;
- Improved occupational skills; and
- An increase in self-confidence.

The latter is especially noticeable in youth who have remained on the job part-time during the school year. Berlex executives commented that their self-confidence grows as youth become more familiar with their job. Those staying longer than 2 or 3 months have the advantage of being further along on the learning curve, and this becomes evident as their self-confidence and enjoyment of the job increases. An example was given of twin sisters, hired in the summer of 1996, who wanted to be part of the year-round program. Berlex consented to retain one of the two girls, but not both. However, the twins liked working there so much that the twin who had to leave persisted in talking to individuals who could help her continue her employment. Her persistence and determination were rewarded. An opening was found.

The youth who remained at Berlex for the year-round program were more likely to absorb principles of corporate etiquette. A recent example involved bonus checks. Since Berlex closes between Christmas and New Year's, and the youth are paid on an hourly basis, it was decided to give each of them a small bonus to compensate for the missed work. Each individual called Human Resources and thanked his or her contact. Berlex executives cite this as an example of an improvement in poise and self-confidence as well as an increase in the knowledge and application of business etiquette.

Berlex's predilection for community-service, in conjunction with its positive experience in hiring program youth, make it an enthusiastic supporter of the Richmond/Mayor's Summer YouthWORKS Program. Comments included an appreciation for youth whose performance of non-urgent but important tasks enabled operations to run more efficiently. In addition, as the youth were entrusted with the more repetitive, day-to-day tasks, full-time Berlex employees were "freed up" for tasks more commensurate with their abilities.

Executives attribute much of the program's success to SDA Director Isiah Turner, whose commitment, creativity, and belief that everyone can improve if given assistance, have resulted in an "exceptional working relationship" with the private sector. Described as assertive and persistent, he presents his case and then allows the facts to speak for themselves. He publicly shares the credit for the program with his staff. As a result, they too are committed to the program and motivated to see it succeed.

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Summer Jobs for Valley Youth
Phoenix/Maricopa County, Arizona

Overview

Phoenix is a city of just over 1.1 million population, located in Maricopa County, Arizona, in an area known locally as "the Valley of the Sun" (the "valley" in the program title). Maricopa County, which co-sponsors the Summer Jobs for Valley Youth (SJVY) program with the city of Phoenix, contains 18 other incorporated municipalities, several of which act as partners in the program. The total population of the valley is over 2 million. The economic climate is good, with the current unemployment rate averaging 5 percent or lower in the County as a whole. Both Phoenix and Maricopa County are rapidly-growing areas. There are low-income areas, however, that are located mostly in Phoenix but also scattered throughout the county, in which the unemployment rate is estimated to run as high as 15-20 percent. Most of the youth in the nonsubsidized jobs program come from these areas. The program makes a special effort to recruit youth from these areas through the schools and community-based organizations.

In the city of Phoenix, SJVY administered four youth programs during the summer of 1996, placing a total of approximately 3,000 youth in summer jobs. Of these placements, 768 were in nonsubsidized jobs in the private sector developed by the Greater Phoenix Leadership (GPL), an association of medium and large businesses. The remaining jobs were funded, in whole or in part, by the public sector: the federally-supported IIB program (supplemented with city general purpose funds) (1,339 jobs), a state-sponsored program called State House Bill 2559 Summer Funding (370 jobs in city agencies) and 527 jobs in small businesses subsidized by city-funded incentive vouchers under the Small Business Summer Youth Employment Program.

In the rest of Maricopa County, SJVY placed youth in 280 nonsubsidized jobs and 1,323 jobs under IIB.

It is estimated that 60 percent of the youth participating in the nonsubsidized program were economically disadvantaged. There were no 14- to 15-year-old youth in the program; 64 percent were 16-17 years of age, and the remaining 36 percent were between 18 and 21 years old. Almost half of those hired (49 percent) were Hispanic, 29 percent were white, 17 percent African American, 4 percent Native American, and 1 percent Asian. Slightly more than half (53 percent) of those hired were males.

A total of 535 employers participated in the nonsubsidized portion of the program, all of whom hired youth and were private, for-profit firms. Representatives of two firms, Baseline Realty and Engrave It, were interviewed for this study.

The summer of 1996 was the nonsubsidized jobs program's fourth year in its current structure. It operated in 1992 under the name Phoenix Works and under its current title since 1993, the year the GPL committee was created. This committee is comprised of many of the

"movers and shakers" of the Phoenix community, and has become, in the words of city SDA staff, a "major force in the community." It handles the development of job openings and business support. The SDA staff of the city and county and their contractors and volunteers concentrate on the recruiting and pre-employment training of the youth.

The key innovative features of this program are the extent to which influential people have supported the concept of summer jobs for youth, both subsidized and nonsubsidized; the substantial financial support provided by the city of Phoenix out of general purpose funds ($700,000 in 1996 set aside for the vouchers for small businesses involved in the voucher program); and the extensive use of job fairs, which accounted for over 300 summer jobs this year. The Small Business program was extended to year-round in 1996 through a "stay in school" pilot program. The program involved 100 youth, who remained employed part-time after working full-time during the summer program.

Program Management and Funding

The nonsubsidized private sector summer employment program was initiated in Phoenix in 1992 when the city of Phoenix operated a program called Phoenix Works. In that year, they received $190,000 from the Governor's office and an additional $90,000 in business donations to administer the program. The director of Phoenix Works approached community businesspersons. After consulting area youth concerning their reactions to the program, the business community, through its leadership, decided to "adopt" the youth of the area, and created a committee to oversee the area's youth employment programs.

Building upon the Phoenix Works experience, in January 1993, GPL launched a private sector summer jobs program encompassing both the city of Phoenix and Maricopa County for the coming summer. The committee, chaired by the CEO of a major bank, met for the first time in February of that year. The committee included members from the Greater Phoenix Alliance, the Arizona Alliance of Business, and the Valley of the Sun United Way. The committee was expanded to include the Department of Employment Security (DES) Job Service, Maricopa County Youth Programs, City of Phoenix Human Service Department, Metro Tech, and the cities of Mesa, Tempe, Scottsdale, and, eventually, Glendale.

In 1993, jobs were solicited through a mailing to 2,500 businesses, CEO phone calls, and a telethon; the SJVY coordinator collected pledges and distributed them geographically. That was also the year in which feedback interviews were conducted for the first time. In 1994, Job Skills Workshops were initiated (and attended by 744 youth); DES began referral of youth; bus tokens were purchased for youth to ease transportation problems; and one job fair was held (attended by 21 employers and 400 youth). In 1995, the City of Phoenix Small Business Incentive Program was launched; 3 job fairs were held, and the job skills workshops were attended by 1,560 youth. In 1996, the placement network was expanded to include four additional areas/communities in the county; six job fairs were held across the geographic area; the Job Skills Workshops were upgraded to place more emphasis on the value of work; and a

promotional videotape was produced. In the 4 years since its beginning, the program has increased youth placements by 569 percent and increased business participation by 694 percent.

The staffs of the city of Phoenix and the Maricopa County SDA oversee the activities of the operating agencies that do the recruiting and placement of youth for their nonsubsidized programs. The city employment and training office coordinates the program for city youth and contracts with Metro Tech, using city funds, to carry out enrollment, matching, and placement functions for its program. The county employment and training office, working jointly with GPL, arranged with United Way to administer the nonsubsidized program for the county, using United Way funds. United Way uses local agencies in the various municipalities (e.g. Tempe, Mesa, Glendale, Scottsdale, Gelbert) to do the actual recruiting, matching, and placement of youth in nonsubsidized jobs.

The city of Phoenix received $2,180,000 from DOL to operate the IIB program in 1996, supplementing this with over $400,000 of city general purpose funds to bring the total to the previous year's $2.6 million. The city also received about $230,000 from the State House Bill 2559 account, which went directly to employ youth in summer jobs in city agencies.

The city funds the Small Business portion of the Summer Youth Employment Program, in which small businesses are eligible for incentive payments of up to $500 per youth for employing youth, referred by Metro Tech, for at least 200 hours. Versions of this program are in the process of adoption, on smaller scales, in municipalities outside the city. Glendale, for example, provided $200 vouchers for jobs for some 200 youth in 1996.

The administration of the nonsubsidized program is funded through a combination of private, city, and federal support. The GPL and the United Way staff working on the program are paid by these organizations. City and county employment and training personnel are paid by their agencies, using federal JTPA funds although they do not budget for this activity separately. Metro Tech, which provides youth recruitment, matching, and placement in the city, receives $60,000 from the city (matched by $45,000 from the School District) to bring on extra staff during the peak work periods in March-June and to pay those 10-month staff people who work on the program during the summer.

In order to "solicit quality feedback" on the program, evaluations were conducted in 1996 by GPL, with the cooperation of the city and county coordinators, using a one-on-one interview format. Business and community volunteers donated their services to carry out the survey. Each volunteer was given one-page evaluation forms to be used in collecting the opinions of youth and employers concerning the program. Members of the GPL Steering Committee were also asked to contribute their evaluations and recommendations. A total of 69 employers and 71 youth were interviewed. They represented a geographically diverse cross-section of participating companies, as well as representation from small businesses, large corporations, and employers who had entered the program through job fairs.

Enlisting Employers to Provide Job Openings

Planning for the job solicitation effort was initiated in January 1996 by GPL which, through the United Way, was responsible for obtaining private sector job openings for both the city and county. Letters were sent out in late February from the mayor and the Board of County Supervisors to 2,500 businesses. The firms were asked to return pledge cards indicating the number of youth that they were willing to hire for the summer. The contact person was the executive director of the Greater Phoenix Leadership, who also heads the United Way. Acting as a clearinghouse, his office sent the job orders from the medium and large businesses in Phoenix to Metro Tech, which was responsible for matching Phoenix youth with these job openings, and to the local organizations with whom United Way had contracted to carry out this function for youth in their local areas of the county.

Small businesses, under the Small Business Summer Youth Employment Program, called Metro Tech directly with their orders, and Metro Tech matched those jobs with youth from the city. This city program does not operate in the rest of the county.

Following the direct mail campaign, the "publicity blitzes" to both businesses and youth began in March and continued through April. These consisted of public service announcements on radio and television, telemarketing (CEO-to-CEO for medium and large businesses), speakers at business meetings, articles in newspapers, and visits by staff members to employers. The mayor mentions the program in speeches, and the small business program is featured in such meetings as the "Downtown Partnership," the mayor's Small Business Breakfast, and Chamber of Commerce meetings.

SDA staff feel that CEO-to-CEO contact has been particularly successful in the medium and large business community, and the voucher program has proved to be a strong incentive for small businesses. The small business representatives interviewed also indicated that this is a powerful incentive, without which many would not be able to participate.

In late May or early June, six valley-wide job fairs were held, coordinated by the Executive Director of GPL. Some private sector employers who don't participate in the program's job solicitation/matching process do enter the program through these fairs, interviewing (and sometimes testing) the youth and "sometimes hiring them on the spot." The job fairs are highly publicized. The Bank of America (whose CEO is the chairman of the steering committee of GPL) funds the position needed to generate the publicity required for the job fairs and other job solicitations.

Businesses who are solicited are not told whether or not youth are from economically disadvantaged backgrounds. It was felt that some might possibly be reluctant to hire such youth if they know them to be from such a background, associating it with possible gang influence, lack of skills, or other potentially high-risk factors.

Recruitment of Youth

Recruitment of youth for the 1996 program was initiated in March 1996. Primary responsibility for the recruitment rests with the employment and training staffs of the city and county, working through Metro Tech in the case of city youth and GPL/United Way in the case of the remaining county youth. These recruitment channels accounted for approximately 70 percent of the youth in the 1996 program. The other 30 percent were recruited by community-based organizations and by word-of-mouth.

Approximately 20-30 percent of the youth who entered the nonsubsidized private sector program were in the IIB applicant pool. These were youth aged 16 or over, who, while eligible for IIB, elect to bypass the publicly-funded program in favor of private sector employment.

The city of Phoenix job development specialist and the jobs coordinator at Metro Tech agreed that school-based recruitment--posting flyers and announcements and distributing applications at the schools--was the most effective method of enlisting youth for the private sector program. Public service announcements in the media also proved helpful. They also noted the importance of coordination with IIB staff for possible referrals and indicated that "word of mouth" was becoming an increasingly important factor as the program has become more widely known.

There are no economic criteria applied in selecting youth for the private sector program. Youth must be 16 years of age or older to participate, be "ready, willing, and able to work," and complete the 3-hour pre-employment workshop discussed in the next section. In practice, IIB provides the summer jobs for the 14- to 15-year-old age group who meet the IIB economic criteria, and the private sector provides the majority of the jobs for the 16-21 age group. Many youth go through the IIB program until they are 16 years old and then enter the private sector program.

The Metro Tech Job Coordinator recommends that any community undertaking a private sector program such as this plan to "recruit heavily in the schools and through community-based organizations."

Pre-Employment Training and Orientation of Youth

There is a required 3-hour workshop for youth in the nonsubsidized program, both those from the city and from the rest of the county. The workshops, held for 20-30 youth at a time, are scheduled by the employment and training staffs. GPL, in association with the Arizona Alliance of Business, provides volunteers to conduct the workshops. Workshops for city youth are given at Metro Tech; for other county youth they are held at various locations around the city.

Exhibit A highlights the businesses and agencies that collaborate to provide pre-employment training. In 1996, 26 different companies provided volunteers to conduct the workshops. In the event of schedule conflicts or other problems obtaining volunteers, the jobs coordinators conduct the workshops, although they prefer the "legitimacy" conferred by having representatives of business there in person. A suggested curriculum is provided to the volunteers, who are encouraged to improvise based on their experiences. In 1996, 73 such workshops were held for 2,044 youth. The workshops focus on skills that can be learned in employment, preparing for a job interview, completing a job application, interview techniques (including common interview questions), how to write letters or thank-you notes, self-evaluations, telephone etiquette, how to compare job openings in order to decide on the openings to apply for, employers' expectations, and dressing for job-seeking.

The Phoenix/Maricopa staff intend, beginning with this summer's training sessions, to place "more emphasis on employer expectations" and attempt to convey a "better understanding of employer-employee relationships." They feel that work is needed to get students to "understand the difference between school expectations and work expectations." To this end, they intend, beginning in 1997, to provide employers with an evaluation instrument. Their hope is that each employer will use it as a basis for orientation, as well as to provide a periodic evaluation of the individuals hired. The evaluations will be shared with all agencies engaged in planning and administration of the nonsubsidized program, as well as those involved in the recruitment, matching, and placement of youth.

Matching Youth With Job Openings

After completing the 3-hour pre-employment training workshop, participants proceed to the job matching process.

Metro Tech, under a subcontract with the city of Phoenix, is responsible for matching city youth with available job openings. They operate a center at their campus, with satellite offices at schools largely in the lower-income areas of the city, from which the majority of their clients come. Youth who have completed the pre-employment workshop go to one of the centers for job-matching. Metro Tech classifies its job orders from employers by zip code, so that youth can first look at opportunities close to their homes. These job orders are "blind-posted", i.e. the type of job and geographic area are identified, but not the name of the employer. To aid in their tentative job selection, the youth can enter data in the computer on their age, place of residence, skills, educational background, and other characteristics that can be matched with the available job openings.

Once the youth has identified a job of potential interest, he or she meets with a counselor, and they discuss the youth's background, interests, and qualifications. The staff member makes every effort to assure the youth has the "minimum skills," and hopefully the "preferred skills," for the job. Businesses have been asked to provide this hierarchy of job-related skills in their job order. Often, businesses will also specify such requirements as minimum age (often 16 or 18) in the job order. Once a job is identified and agreed upon, an appointment is made with the

employer for an interview. Some businesses want the youth to call to set up their own interviews; others want the program to call; still others give a general day and time when the youth can just show up. Metro Tech follows up with any youth who are "no-shows" for job interviews and handles each of these cases on its merits. After discussion with staff, the youth are either dropped from the program or reassigned a new interview.

Youth understand that they may be tested for claimed job skills by the employer, and that they could also be subjected to drug testing at the employers discretion. Youth who are not hired after an interview can go back through the process for subsequent interviews with other employers until they are hired.

This job-matching procedure begins in early March and continues through July. Most of the matching is done by April. In many of the earliest placements, there is an attempt to get the youth a part-time job with the employer even before school is out. There is a strong emphasis in this program on year-round part-time employment, as well as on the summer jobs. Metro Tech sees this as an important part of what it does, for its own students as well as those referred through the SJVY programs.

For Maricopa County youth outside of Phoenix, the matching process is coordinated by the United Way, under contract with GPL. The United Way has a full-time coordinator who refers job orders to the organizations in the various municipalities closest to the homes of the youth. Mesa, Tempe, Gilbert, Scottsdale, and Glendale have their own matching programs. Maricopa County has a matching staff in its JTPA office for youth in outlying areas remote from the municipalities mentioned above. The job matching process used in the county is essentially the same as the process used in the city of Phoenix.

In addition to the jobs matched by program staff in the various jurisdictions, 358 jobs were filled directly at the 6 job fairs by employers who met the youth and interviewed them directly.

Although data on the percentage of youth who complete their summer employment were not available for the summer of 1996, the job coordinator at Metro Tech estimated the rate as "very high, probably over 90 percent" and noted that between 20 percent and 30 percent of those hired each summer, especially the older youth, continue on with the employer as part-time employees during the following year.

Work Experience of Youth Under the Program and Monitoring of Worksites

Clerical work was the predominant type of employment of youth in the program, accounting for approximately 60 percent of the jobs, according to an estimate from the job development specialist at Metro Tech. The next most frequently cited type of employment (20 percent of the jobs) was retail sales, including food service. Industrial positions, including shipping and receiving, actual production line work, and custodial and related tasks, accounted

for about 15 percent of the summer jobs. The remaining 5 percent was distributed among an array of other types of employment.

The range in wages in 1996 in these jobs was from the minimum of $4.25 to approximately $7.00 per hour, with an average of $5.39. The average length of summer employment was estimated at about 5 weeks full-time equivalent (many jobs were part-time), averaging 25-30 hours per week.

All of the participating employers in the Valley Youth Program were for-profit firms. Data were not collected on firm size. However, 897 jobs in the city and county were in firms with 100 or fewer employees, the employer eligibility requirement for the Small Business Program. Larger firms, participating in the GPL program, accounted for 768 jobs in the city and county.

There is no formal monitoring process under the program. Once a youth is hired, the job of the local employment and training agencies is essentially over, except in the event of a problem (e.g. nonpayment or if a youth quits or is fired). Problems on the job itself are handled, for the most part, by the employers, just as they would be with regular employees.

The two employer representatives interviewed for this case study said that their summer hires had learned a great deal from the experience. One mentioned "reading instructions and following directions" as the most important outcome. Both listed a better understanding of the discipline of the workplace, improved interpersonal skills, and increased self-confidence as significant areas. The other employer listed occupational skills related to computers as an important gain. Both indicated an intention to participate in the program next year. One commented "this is a 50-50 deal; the kids win and so do the employers."

Private Sector Participation in IIB Program

There were a number of examples of private sector participation in IIB cited by SDA staff. The American Express Company donated $20,000 to fund 25 public sector positions for IIB-eligible youth. Several firms hired youth for "job shadowing" experiences funded by IIB. For example, Cox Communications hired youth interested in careers in communications and provided them with substantial training, plus some job shadowing. Banks also provided some shadowing opportunities. Scottsdale Community College paid for a science-related field trip to San Diego for IIB youth, and also conducts a "science/computer enhancement program" for older IIB youth interested in science or computers. Other business representatives made 1-hour presentations at the workshops on expectations of the business world, and the business alliances sponsored a 1-day "professional seminar day" in which youth, employed in IIB jobs, could pre-register to attend specific workshops with private-sector speakers.

Best Practices/Lessons Learned

Among the many reasons for the success of this program, three stand out: the extent to which the business community has assumed leadership in finding summer jobs for youth, the extent to which the political leadership, particularly of the city of Phoenix, has come forward with financial support, and the extensive (and very successful) use of job fairs to introduce businesses and workers directly.

Those who operate the various agencies involved in the program also emphasize a "can-do" spirit in which boundary lines are crossed as necessary and everyone pitches in to get the maximum in terms of jobs and positive outcomes for the youth. The organizational structure of the program, which has evolved over time rather than been planned, provides the opportunity for such cooperation.

Based on their experiences, city and county staff offer the following advice to communities planning to undertake nonsubsidized private sector employment programs:

- get to know the youth's needs, determine the employer's needs, and do whatever it takes to make a match;
- start small, do it well, and only expand as you can manage it;
- make sure that the needs of youth come first; don't let politics or numbers rule the program;
- educate employers, on a one-to-one basis if possible, concerning what constitutes reasonable expectations; and
- get everyone, particularly the youth, to understand the differences between "school expectations and work expectations."

Staff contemplate the following improvements in their 1997 program:

- start earlier; the meeting with placement agencies and companies for the 1997 program had already taken place by mid-December 1996;
- expand the employer base;
- continue to build the job fair base, to improve the already impressive percentage of hires represented by job fairs;
- work harder on the transportation problem, which has been troublesome. The program has provided bus tokens where necessary. In 1997, they are implementing a pilot program of school bus transportation;

- strengthen the public relations effort; a promotional video has been produced for use in 1997; and

- publicize the complementary nature of the various programs, both publicly and privately funded. They felt that the state-sponsored program, in particular, was not promoted sufficiently this year.

This is a large, complex, and successful program. Much of what makes it work may be unique to the Valley of the Sun and some of its leaders, but what they are doing at all levels, from the mayor's office to the school districts to the businesses community, merits consideration by any community considering undertaking such a program.

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Exhibit A.

JOB SKILLS WORKSHOPS

In 1996, **Summer Jobs for Valley Youth** revised the Job Skills Workshops. **Murro Consulting Inc.** donated time and professional resources to develop the workshop materials while **Motorola Inc.** printed the materials at no charge to SJVY. Volunteers to conduct the workshops were recruited through the **Arizona Alliance of Business** and the solicitation letter.

Classes were taught by human resource professionals and other corporate employees at various sites across the valley. Class sizes were limited to 30 students.

Changes to the curriculum this year included information about job skills and their value to the future. Students reflected on the skills learned at various positions, as well as the benefits/barriers to various placements. Additionally, students practiced completing applications, interviewing techniques and discussed how to succeed at their first jobs.

The three hour Job Skills Workshops were conducted at various high schools and other sites across the valley. While Scottsdale, Mesa, Tempe and Gilbert conducted their own training programs, our materials were available to them for their use.

The following statistics illustrate the growth in this training program:

YEAR	*NUMBER OF CLASSES*	*NUMBER OF STUDENTS*
1994	N/A	743
1995	63	1,560
1996	73	2,044

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JOB SKILLS WORKSHOPS
CONTINUED

Youth, employers and volunteers have repeatedly evaluated this program as being beneficial. Several youth credit the workshops with increasing their knowledge and confidence so that they can find their own positions.

Thanks to the following companies who provided volunteers to teach the workshops:

Advanced Office Staffing
Arizona Alliance Of Business
AZ DES Job Service
Bally Total Fitness
Bank of America
City of Phoenix
Comoyer Hedrick
Deluxe Teleservice Center
Downtown Phoenix Partnership, Inc.
Global Management Services
Keys Community Center
Luke AFB Education Office
Maricopa Skill Center
McDonalds Corporation
Metro Tech VIP
Northside Training Center
PDS Aviation Services
Phoenix Day A Child Development Center
Phoenix Newspapers Inc.
Phoenix Suns/America West Arena
Quality Leadership
Salt River Project
TAD Training Services
Temporary Team Employment Services, Inc.
Valtronics Engineering
Westridge Mall

1997 Recommendation:

Emphasize the training program - We will provide more job skills workshops earlier in 1997. Students will be given a certificate of completion. We will emphasize work ethics in the training as well as emphasize the importance of the training to the students and to the potential employer.

Summer Jobs '96
San Joaquin County/Stockton, California

Overview

San Joaquin County/Stockton, while one of the richest agricultural areas in the nation, experienced an unemployment rate of over 11 percent at the end of 1996. In 1996, the private sector program administered by the Private Industry Council in San Joaquin County, Summer Jobs '96: Hire a Youth, successfully placed at least 213 youth[3] in food service, construction, recreation, retail sales, and health services jobs. They worked as cashiers, clerical staff, actors, wait staff, delivery persons, laundry workers and car washers, and earned from $4.25 to $10.00 an hour for at least 8 weeks. Mayor Joan Durrah of Stockton put her full weight behind the program. Robert Cabral, popular Chair of the Board of Supervisors, led the steering committee which devised strategy, selected team leaders in north, central and southern sections of the county, and obtained contributions from the media in the form of free advertising. Local Chambers of Commerce provided team leadership for the program and took responsibility for recruiting employers.

Three-fourths of the youth hired under the program were referred from the IIB applicant pool. Others were referred by the local Employment Service office or learned of the program from visits made by project staff to community centers, schools and other organizations frequented by youth, as well as from circulars and other advertisements. The slogan for the program was printed on posters and flyers: "Invest in a future. Hire a youth this summer."

Approximately 3/4 of the youth hired were between 18 and 21 years of age. The same proportion of employers requested these older youths for their openings. Most youth were of Hispanic origin (44 percent), 21 percent were Asian, 19 percent were white, and 14 percent were African American. Several youth were American Indian. Sixty-four percent were economically disadvantaged, as defined by JTPA IIB. Slightly more than half (54 percent) were male.

Program Management and Funding

The private sector program in San Joaquin County, initiated in 1985, was enhanced and expanded in 1996. Before this year, there was only a small outreach effort to private industry. The program was expanded in 1996 because early reports indicated that there would be no funding for the IIB summer youth program. Under the general guidance of the PIC staff, which served as "cheer leaders," the private sector assumed ownership of the program. A thirty-member steering committee was organized, headed by the Chair of the San Joaquin Board of supervisors, a particularly "high-profile" and well-respected member of the community. His leadership was essential in recruiting many of the members of the steering committee and in

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[3] Limited staff time permitted tracking of only 213 youth placements under the program. Staff indicated that "there were many more that were not tracked."

involving other business leaders. The mayor of Stockton, Joan Durrah, also visibly supported the program and served on the steering committee. Other members of the steering committee included representatives from: all six area Chambers of Commerce, local law enforcement agencies, the State Senate and the Assembly, and San Joaquin Delta College. The steering committee held several meetings to review marketing materials and to identify team leaders. Team leaders were chosen from each section of the county: the north (main city: Lodi), the central area (Stockton), and the South, including Escalon, Lathrop, Manteca, Ripon and Tracy.

In addition to obtaining job pledges from companies in their areas, the team leaders participated in developing goals for the program. Although the PIC staff provided as much assistance as possible, they let the private sector run the program. PIC staff, for example, referred youth to appropriate employers for interviews, and followed up with employers to be sure that youth were performing satisfactorily. The two employers interviewed for this report indicated that the program did an outstanding job in recommending employees and calling them back in case there were any problems.

The annual budget for the private sector summer employment program for 1996 was $101,738. This total is comprised of $29,477 in free advertising contributed by the local media; $10,000 in advertising paid for with matching funds by the PIC; the distribution of flyers by the city of Lodi, an activity valued at $6,600; $8960 in staff salaries, for three staff people detailed by the Employment Service; $39,154 in staff salaries for three full-time employees at the PIC; and three part-time staff who were paid $7547. PIC funds and staff time allocated to this program were from their IIB allotment. Six representatives from area Chambers of Commerce donated considerable amounts of time, the value unknown, as did the thirty members of the steering committee.

Enlisting Employers to Provide Job Openings

The summer private sector program was more intensive this year than ever before. The most important new feature of the program was placing the management structure under the direct control of the private sector. An overall steering committee had representatives from the six local Chambers of Commerce, as well as other key member of the community. Important business and community leaders were selected as team leaders for each of the three sectors of the county. The steering committee was able to obtain free time from the local media to advertise the program. Tony Washington, a popular local TV show host, and steering committee member, supported the program on the air. Messages were well coordinated across the various media, including the use of a single central phone number. Exhibit A displays the full range of media strategies used so creatively.

The job solicitation campaign emphasized that youthful job applicants ages 16-21 "can do a job for you," and did not stress that many youth were economically disadvantaged. Many employers had not previously recruited employees in this age group. The team leaders, business persons themselves, directly contacted employers who had provided jobs in the past, either by telephone or by fax. Next, employers who had never before participated in the summer jobs

program were solicited by a personal letter or a visit from an area team leader accompanied by Jay Baker, Division Manager of the Employer Services Division of the SDA. Each employer was asked to pledge a job to the program, or to advertise jobs for which eligible youth might apply. Firms that hired youth were recognized in the newsletters distributed by the local Chambers of Commerce. Goals were set for each of the team leaders, with an overall target of 350 job pledges countywide. Headquarters of each of the three regional team leaders maintained a diagram of a thermometer showing progress toward achieving its goal. The SDA director gave team leaders weekly updates on achievements in the other two areas. A sense of competition led each team to exceed the goals for its area. Altogether, there were pledges of 524 jobs for the summer of 1996. The SDA Director also reported on progress in obtaining job pledges at City Council meetings.

Firms offering to hire youth had to show proof that they had workers' compensation insurance; they were required to pay at least the statutory minimum wage of $4.25 an hour. Other than these requirements, the program was pleased to accept any available positions. Many of the youth hired under the summer program who were out of school and wanted year round employment were able to continue working into the fall.

Two firms that employed youth for the summer were interviewed for this report: Camlu Retirement Community (hired two people) and A&A Tool Rentals and Sales, Inc. (hired one person). Both hired youth primarily because they needed additional help, but also because both firms believe in public service. The Camlu representative mentioned that it is important to put back into the community what you get out of it and that this is one of the reasons they support the summer jobs program. A&A Tool Rentals, a family-owned company, in business in Stockton for over 30 years, has a history of involvement in community activities. Neither company appeared to be aware that the jobs program targeted "disadvantaged" youth. Both learned of the program from flyers and newspaper articles.

Camlu hired two young women as "wait persons." The two selected for the positions were first choices, out of 15-20 applicants interviewed. Camlu was pleased with the other applicants interviewed and thought that most of them were qualified for the positions, as well. The Camlu representative noted that the two young people hired also came to the facility, as volunteers in their off-hours, one, a music major, to play the viola for the elderly residents and the other to help in a crafts class. A&A Tool interviewed several applicants who "didn't present well" before making a selection. The youth hired was initially assigned to mop floors and sweep, but after demonstrating a sense of responsibility was given mechanical tasks as well, such as the use of pressure gauges to test air hoses.

Recruitment of Youth

Recruitment of youth for the private sector program was primarily the responsibility of PIC/SDA staff. Two separate applications were completed by youth applying at the SDA/PIC office for summer employment. A short application form was completed by those considered by PIC/SDA staff to be most suitable for the private sector program, especially those who were

somewhat older, more mature and out of school. Those who were younger and clearly JTPA-eligible completed a longer application form and were referred to the IIB program.

In recruiting youth for the program, staff pointed out that it is extremely important to "go where the youth are". The program sent representatives "on site" to describe the program to schools, to boys' and girls' clubs, and to community centers where their presence and their message were highly visible. There is not a single community event with relevance for youth that they do not participate in. Posters and flyers were distributed widely. Public service announcements on radio and television were used, but were more effective for recruiting potential employers than young people. However, articles in the school newspapers, followed up by notices on the school bulletin boards, were an effective mode of contact. Additional job candidates were obtained from the local office of the state Employment Service. Approximately 15 of the youth hired for jobs learned about the program through notices intended for employers.

Pre-employment Training and Orientation of Youth

An orientation session was conducted by the PIC staff together with representatives of the local Employment Service office for youth participating in the private sector program. (No such orientation was held for IIB youth.) Before being referred for a job interview, youth were required to attend one of these orientation sessions. Approximately 30 were invited to each session, and generally 20-25 of them came. These sessions provided advice (including "tip sheets") on employers' hiring requirements and also information on available community resources such as job training programs. After the general sessions, each youth was interviewed concerning their employment interests and expectations.

Matching Youth with Job Openings

Program staff were assisted by Employment Service staff in matching youth with job openings, a particularly critical part of the program. During the intake process and following orientations, youth had been asked to provide information on the kind of job they were looking for. In particular, they were asked whether they preferred indoor or outdoor jobs, what activities they had participated in at school, and to list their hobbies. They also were asked to identify skills acquired from past work experience, and whether they had access to public or private transportation.

All employers listed specifications in their job orders, which most (85 percent) communicated orally to those soliciting job openings. A large majority of the employers requested that the youth meet one or more of the following criteria: 18 or over (75 percent of the employers), previous work experience (80 percent), specific skills (60 percent), personal traits such as maturity (90 percent).

Employers agreeing to participate in the program were assured that they would have the opportunity to interview applicants, one of the concerns many expressed when they were solicited for job openings. All employers interviewed youth before making a hiring decision.

PIC staff obtained a good understanding of each employer's expectations, and sent candidates for interviews only if they had relevant interests, skills, and experience. At least two applicants were sent to apply for every opening.

Both firms interviewed were impressed by the positive attitudes of the young people they employed under the program. PIC staff were rated as highly effective in referring job ready youth, meeting hiring specifications, and following up on placements. All three youth grew on the job. At Camlu, they had "one-on-one experiences with the customer," learning to be "firm yet polite" and to keep smiling when "difficult people could not be satisfied." At A&A Tool, the youth "came out of his shell" and learned to work well with his associates.

Work Experience of Youth Under the Program and Monitoring of Worksites

The two most common types of positions filled by the youthful job candidates involved office or clerical work (17 percent), and restaurant or food service work. (14 percent). Youth were also employed as laborers (8 percent), in building maintenance (10 percent), retail sales (6 percent), and in other miscellaneous activities such as recreation, child care, acting, laundry work, delivery services, and construction work.

Of these jobs, 85 percent were in private, for-profit firms, 7 percent were in non-profit organizations, and 8 percent in government. Most of the hiring firms (60 percent) were small, with fewer than 25 employees.

On average, youth not hired for permanent jobs worked for eight weeks, and earned from $4.25 to $10.00 an hour (average: $5.43. Three-fourths of the companies (77 percent) hired only one youth, nearly a quarter hired between two and five. One firm is known to have hired between 11 and 19 youths. Another firm, Cinema 14, a theater chain, offered the summer youth program participants the opportunity to apply for one of 100 positions available for the summer, and hired many of them.

Monitoring was conducted by phone. SDA staff made two phone calls to each employer that hired youth for summer positions. Approximately a week after a youth started work, a call was made to find out how well things were going. A final call was made at the end of the summer, both to obtain an assessment of the experience, and to start the process of recruiting for summer 1997. Although the exact numbers are unknown, program staff estimate that only 2 percent of these young employees left their jobs before the end of the summer program. An especially youth-oriented feature of the program is its periodic newsletter (Exhibit B). Page 5 provides a lesson in resume writing.

Private Sector Participation in the IIB Program

Private firms also participated in the IIB program during the summer of 1996 by contributing equipment, hosting field trips, assisting with training, and providing guest speakers on "world of work" topics. Companies donated computers and equipment for computer-assisted

instruction and steel-toed shoes. Employers, especially banks, hosted field trips to their own establishments. In addition, the public schools donated classroom space for 700 students for training sessions, provided free lunches, and made buses available to provide transportation.

Best Practices/Lessons Learned

The program managers believe that a focus on enlisting support from the Chambers of Commerce, leadership of the Chair of the Board of Supervisors, and active support of the mayor were especially crucial in 1996.

Employers are especially responsive to a campaign conducted by the private sector itself. The objective of the PIC is to provide as much information and assistance as possible, but to let the private sector "run the program."

Staff members believe that it is especially important for the job applicants to be heavily involved in their own job searches. The program aims to "give them the tools" by supplying tips on how to complete applications, and by providing lists of training and other community resources if they feel they need additional assistance in qualifying for specific jobs.

Successful programs such as Summer Jobs '96/Hire a Youth find ways to improve and build upon their success. For example, during 1996, the steering committee was established in March and April. This year, the steering committee was formed in January and members of the Chamber of Commerce began to select team leaders immediately. Also, the program plans to do a better job of tracking job placements this year. The PIC also hopes to change the format for the pre-employment workshops. This year, representatives from the private sector will be invited to participate more heavily in designing the program. Representatives from personnel departments will be invited to attend the sessions.

Contacts:

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Employment and Economic Development Department
850 North Hunter Street
Stockton, CA 95207
Phone: (209) 294-2800
FAX: (209) 462-9063.

Jay Baker
Manager, Employer Services Division
Private Sector Programs
Employment and Economic Development Department
850 North Hunter Street
Stockton, CA 95207
Phone: (209) 294-2800 FAX: (209) 462-9063

BILLBOARD ART

5x11

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Exhibit A.

SUMMER JOBS '96 RADIO SPOT

60 SECONDS

OPENING IS CHORUS FROM SHA NA NA "GET A JOB"

VERY SOON, THOUSANDS OF LOCAL YOUTH WILL BE SEEKING SUMMER EMPLOYMENT. FOR EMPLOYERS, HIRING YOUNG PEOPLE IS AN INVESTMENT IN OUR FUTURE WORK FORCE AND YOU CAN DO SO THROUGH "SUMMER JOBS '96."

WITHOUT DECENT SUMMER JOBS, OUR COMMUNITY'S YOUTH WON'T GET TO LEARN GOOD WORK HABITS AND BASIC SKILLS; THINGS YOU LEARNED WHEN AN EMPLOYER GAVE YOU YOUR FIRST JOB!

SUMMER JOBS '96 IS A LOCAL EFFORT TO CREATE 350 SUMMER JOBS FOR YOUTH AGES 16 TO 21 WHO MIGHT NOT GET THE IMPORTANT START THEY NEED. BY EMPLOYING A YOUNG PERSON YOU CAN JOIN AREA BUSINESSES AND ORGANIZATIONS TO SUPPORT SUMMER JOBS '96.

PLEASE HELP PROVIDE SUMMER WORK FOR OUR YOUTH. SIMPLY CALL 468-3576 TO PLEDGE ONE OR MORE SUMMER JOBS FOR DESERVING YOUTH. THE NUMBER AGAIN IS 468-3576. IT'S THAT EASY!

INVEST IN A FUTURE. HIRE A YOUTH THIS SUMMER!

SUMMER JOBS '96 IS A PUBLIC/PRIVATE PARTNERSHIP OF THE SAN JOAQUIN COMMUNITY THAT CARES.

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Exhibit C.

CONTACT: **Marcelo Lopez 468-3505** *RELEASE DATE:* **IMMEDIATELY**
APRIL 24, 1996

PRESS CONFERENCE TO ANNOUNCE PUBLIC PRIVATE "SUMMER JOBS '96"

STOCKTON – A press conference, led by Chairman of the San Joaquin County Board of Supervisors Bob Cabral, will be held on April 24, 1996 at 10 am in the Greater Stockton Chamber of Commerce Board Room to announce plans for a unified public/private summer employment effort for youth, dubbed "Summer Jobs '96." This is in response to federal budget-cutting efforts that have significantly reduced funds for the annual Summer Youth Employment and Training Program (SYETP), operated by the Private Industry Council.

Since 1984, the federal Job Training Partnership Act has funded the Summer Youth Employment and Training Program, providing nearly 23,000 of San Joaquin County's young adults with meaningful summer job opportunities. Every June, about 1,800 "Summer Youth" participants went to work in public and non-profit sector jobs, earning minimum wage while learning basic job skills and good work habits. The lack of funds for this summer's and future programs leaves the community without productive work opportunities for hundreds of area youth.

Summer Jobs '96 is a community-wide effort to provide summer jobs for youth, ages 16-21. By utilizing nominal funds from last year's SYETP program and a reduced allocation for this year, the Private Industry Council, will provide approximately 1,200 jobs for youth this summer – far below average placement levels. Yet, in coordination with the Employment Development Department, county municipalities, countywide educational agencies and local businesses, the goal of Summer Jobs '96 is to get another 350 jobs pledged by private-sector employers throughout the county.

– MORE –

Private Industry Council of San Joaquin County

850 N. Hunter • Stockton, California 95202 • PH 209-468-3500

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"SUMMER JOBS '96" Continued, page 2

During the conference, Chairman Cabral will outline the goals of Summer Jobs '96 and how the community can help in this effort. By means of donated advertising, a two-month media blitz will begin in May to encourage private employers to pledge summer jobs. It will continue through June when most young adults will be out of school and ready to work.

A steering committee of representatives from cities, chambers of commerce, law enforcement, as well as business and community-based organizations throughout San Joaquin County will be assisting and advising the PIC on ways to get comunnity support and commitment

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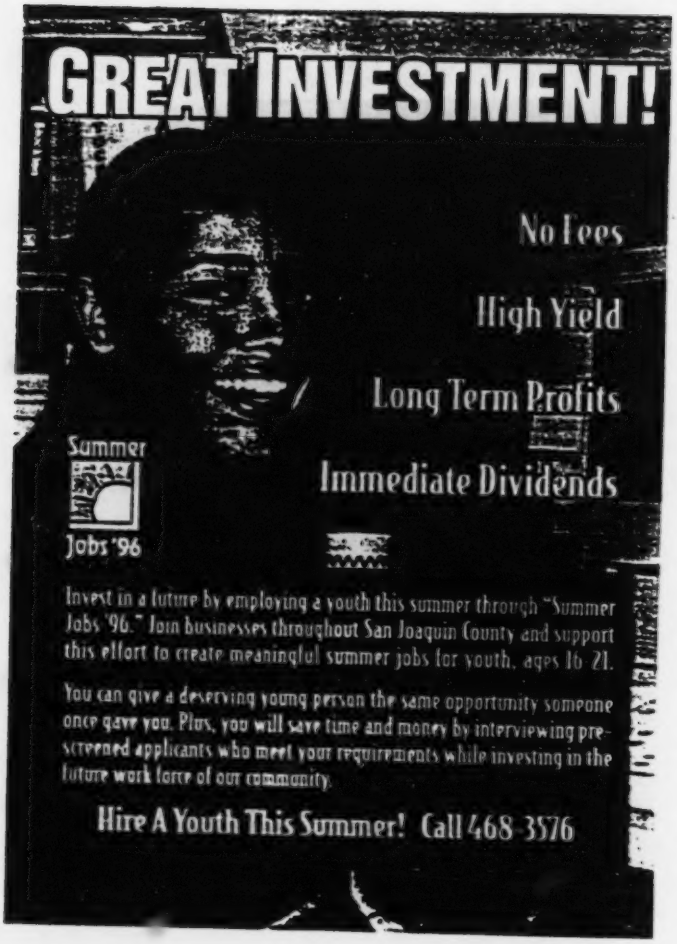
Exhibit D.


GREAT INVESTMENT!
No Fees
High Yield
Long Term Profits
Immediate Dividends
Summer
Jobs '96
Invest in a future by employing a youth this summer through "Summer Jobs '96." Join businesses throughout San Joaquin County and support this effort to create meaningful summer jobs for youth, ages 16-21.
You can give a deserving young person the same opportunity someone once gave you. Plus, you will save time and money by interviewing pre-screened applicants who meet your requirements while investing in the future work force of our community.
Hire A Youth This Summer! Call 468-3576

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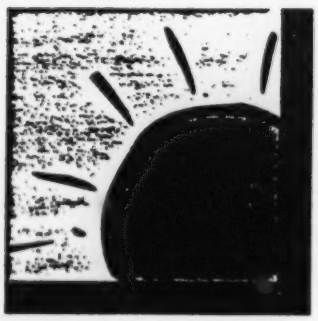
A Summer Youth Employment and Training Program publication

Summer Jobs '96 Newsletter



Published by the Private Industry Council of San Joaquin County

The happiest place in Stockton!

By Dane Holquin

Remember Pixie Woods? You know the place your parents used to take you when you were small. Well, we found several Summer Jobs '96 participants working there.

What's there to do at Pixie Woods you ask? There's plenty to do! You can get on the boat ride, see Neverland, ride on the carousel, and you can even visit the three little pigs. There's firetrucks and pirate ships you can get on. And over at the Toadstool Theater there are plenty of activities for kids to do.

It's there at the theater that the Summer Jobs '96 participants do their work as hosts and hostesses. They put on puppet shows, do arts and crafts, and do face painting. They also dress up in chicken and dog costumes to entertain the kids.

Cecilia does some face painting

Cecilia Vasquez, Jr. is one of the participants that work at Pixie Woods. Cecilia, along with others, was one of the people putting the puppet show on the day we interviewed her. She said that she likes this job because she gets to work with kids and it's fun. This job has taught her how to be punctual for a job and how to communicate and deal with people, especially kids, which will help her in her goal of becoming a psychologist. She applied for Summer Jobs to get work experience for her resumé. When I asked Cecilia what she thinks of the Summer Jobs program she said, "It's a good program, it

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Inside

Southeast Stockton's Harambee Center page 2

Mayor Ivey's teacher's question page

How to write a resume page 5

Number three
Volume eight

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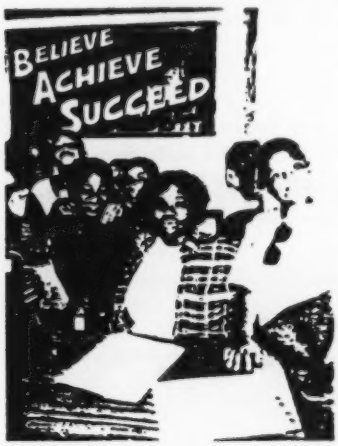
Pulling together at Harambee

By Griselda Lucequedo

The power of knowledge opens many doors to a bright future. Thanks to Harambee Center (*Harambee means "pulling together" in Swahili*) the people in the Southeast Community of Stockton have a chance to gain more knowledge. Here at Harambee Center are three Summer Jobs participants who truly make a difference.

Tonisha Hargrove, 20, teaches the math classes at Harambee Center. She has two classes a day.



"This job gives me good practice in teaching," says Tonisha. She wants to be a teacher for high school students and her goal is to be a college professor. Tonisha is a graduate of Franklin High School, class of '94 and currently attends school at Jarvis Christian University in Texas. She is majoring in business and is minoring in English.

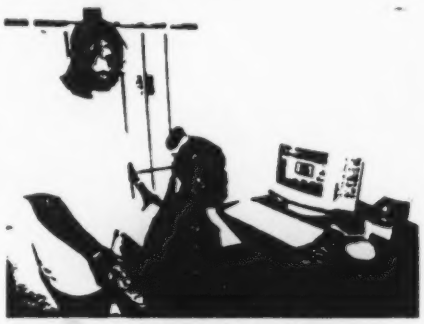
Alisa Molland, 17, another Summer Jobs participant, is also currently working at Harambee Center doing clerical work. She is a graduate of Edison High School, class of '96. She took extra classes to graduate early because she wanted a head start in life. She plans to be a nurse practitioner and hopefully down the line become a jail counselor. Next year she will be attending San Joaquin Delta College.

The participants show off the Harambee banner.

Khadijah Sykes, 17, a senior at Edison High School, is another Summer Jobs participant. At Harambee Center she uses the Hooked on Phonics program to teach the reading classes. This is good experience for her because it involves the community, because her goal is to educate the community and be a correctional officer. This summer she plans on getting her driver's license so next year she can be driving to school.

Supervisor Kevon Lawrence Gray says, they are strong people and have shown maturity." He is glad to have them there. Mary Flenoy-Kelley, another supervisor, tells us how there were 125 people who applied at Harambee Center. Out of the 125 people only 15 were chosen and 3 of those 15 people were Tonisha, Alisa, and Khadijah.

These participants are making a difference in teaching others more skills for a better future. You'd expect a teacher of older age, but age doesn't always matter, because job sites can make a great investment in hiring a youth like these three participants.



Tonisha helps a student with her math.

Harambee was planned and funded by the Black Employees Association of Stockton Unified School District (BEASUSD). They felt

Read more on page 7

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Caring for lost and stray animals

By: [redacted] Riberal

Do you ever wonder what happens to unwanted animals? Shanna Garcia and Billy Rice, both 18, know what happens because they worked at the Tracy Animal Shelter. At the shelter, these Summer Jobs participants clean kennels, clean cat pans, and of course, care for the animals.

Billy gets a kitten out of a tight situation.

Shanna and Billy really enjoy working at the shelter. They don't mind giving animals the love they need. In fact, Shanna says that she would like to be involved in an organization that would help animals later in the future.

On Shanna's first day on the job, she went along on a dog catcher call. She didn't go to pick up a dog, but instead a bat. The bat was found dead, but was still needed to be tested for rabies. "Bats are gross," said Shanna.

"The Tracy Animal Shelter gets a new animal every half hour to an hour," says Shanna. All animals there are all available for adoption.

Shanna holds one of the dogs at the shelter.

Both Summer Jobs participants have learned new skills from their

Helping out in the classroom

By: Bernardo [redacted]

McKinley Elementary, the site of Migrant Education Summer School and another site of Summer Jobs '96 is in full action. There are 500 students at the school and 17 Summer Jobs '96 participants, but two have really stood out.

Jose S. Martinez, 17, and Juan Guadalupe Hernandez, 16, are two very outstanding teacher's aides at McKinley. Some of their job duties include reading to the kids, preparing materials for them, helping them with their spelling, and monitoring them in the class.

Jose is in his first year with Summer Jobs and says he enjoys his job very much, he said, "I learned respect here, how to give it and how to receive it." He heard about Summer Youth from a friend, he said, "It's nice, it's given me a job and something to do during the summer." Jose is going to be a mechanic in the future and said that this job has prepared him for his future because it has showed him how to communicate with people. Jose is saving up his money for a car and will be a junior this fall at Edison High School.

Juan is also in his first year with Summer Youth. He

More on page 7

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So you wanna write a resumé

By Dabe Holguin

What is a resumé? A resumé is a one page summary of your skills, accomplishments, experiences, and education. The whole purpose of a resumé is to secure an interview. When doing this try to capture an employer's interest. As you start to write your resumé try to keep in mind the needs of the employer who will be reading it.

The first page of your resumé is the most important. If the person reading the resumé doesn't see the information they need here, they probably will not read the rest. The top should include your full name, address and phone number. Make sure you put a phone number where you can be reached, if an employer calls and you are not there you may miss out on a job. Do not put nicknames use your correct and full name. If you decide to put a career objective, make sure it is brief and clearly stated. If it's too long, chances are the employer will not want to read the whole story you wrote. An objective is one of the most important parts of a resume It lets the employer know exactly what you want.

List your educational background; where you go to school or where you graduated from. This part is important if you don't have much work experience. You may also want to include a list of secondary education. Remember, your most recent education experience should be listed first. List dates you attended, graduation dates, and special projects. If you graduated with a high GPA, list it only if it's high.

Next is to list your work experience from your most recent job to your oldest. Include the title of your position, name of company, location of worksite (town and state), and dates from which you worked. Give a description of what your responsibilities are using action words. List the important responsibilities first.

List any skills you have that make you a more outstanding applicant. If you are multilingual, say so! This can help you in your search for a job. If you know how to use computers, list the programs you know. Also include typing skills and your typing speed. This category allows you to summarize the skills you wish to promote to the employer.

At the bottom of your resumé should be a list of three references. Be sure to ask the person if they are willing to be a reference before you use their name. List the person's name, title, employer, address, business phone number. If there's no room at the bottom simply write "References furnished upon request."

Be sure to use a 12 pt type, not much larger use a simple typeface non-shiny white paper, don't make it too fancy. Don't include pictures of yourself. Since your resumé will be one of many, make it brief. Employers will not want to take time to read your resumé if it's four pages long, keep it to one or two pages, preferably one page.

A resumé should be single sided. Make sure there are no spelling or grammatical errors. NEVER put salary information, hobbies or personal information. Keep it brief, be consistent, and make sure it's neat. Put enough information on the resumé to make the personnel manager interested. Remember that a resumé represents everything about you, so make sure you make it perfect. Here's an example of one:

John Doe
1234 Anywhere Street
Stockton, CA. 95206
(209) 123-4567

Objective:
To obtain an entry-level position, using my abilities developed through my experience and education.

Education:
6/96 — Graduated from Edison High School
1425 S. Center Street
Stockton, CA. 95206
(209) 944-4404

Work Experience:
6/96 - 8/96 — Private Industry Council
Summer Jobs '96 Participant
Media Project Staff duties include writing articles, interviewing for a bi-weekly newsletter, photography

10/95 - 2/96 — ABCDEFG Videos
Duties included cashier, putting videos back on shelf, checking in videos with computers

Skills:
Typing 45 wpm, writing, computer experience (Macintosh), Videotaping, Photography

References furnished upon request

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L.A. Youth at Work
Los Angeles, California

Overview

"First kiss, first car, first job"--Los Angeles civic and business leaders recount these memories as they motivate others to give a youth that first job. They are the catchwords of L.A. Youth at Work--a joint effort by the Private Industry Council (PIC) of Los Angeles and a consortium of corporations, the JTPA program, the California Employment Development Division (EDD), city government, the schools, and non-profit youth-serving agencies that have all collaborated in an effort to place 16-to-21-year-old youth in paying positions with private employers throughout the urban/suburban expanse that encompasses the City of Los Angeles. The economy as a whole is currently characterized by a need for low-wage entry-level workers in the service and construction industries, as well as in landscaping, grounds maintenance, and road construction and repair.

While L.A. Youth at Work began as a summer program in 1995, it matches youth with openings year round in establishments that range from large banks, K-Marts, public relations firms, movie production studios, and McDonald's to the smallest printing shops and pet stores. At any one time an estimated 300-400 youth are working under the program with 150-200 employers affiliated with the program, mostly for-profit firms. Assignments range from full-time to part-time and seasonal (summer or holiday) to long-term, depending on the employers' needs, youths' performance, and youths' schedules. Further, more than 3,000 youth took the L.A. Youth at Work pre-employment training hoping to secure a job either through L.A. Youth at Work or on their own. In addition to the numbers of youth noted above, many youth who take the training and then go out and get their own jobs are not counted in the program's database; the program intends to track outcomes of all those who take the training more systematically in the future.

L.A. Youth at Work is organized as follows: administration and employer recruitment are centralized and carried out by staff at the L.A. Youth at Work's downtown office; youth recruitment and matching are decentralized and conducted by 35 partner agencies, including the L.A. Unified School District and the Archdiocese (their high schools), Community Build and the Youth Fair Chance program locations (public and non-profit agencies with components that promote youth employment and training), and a range of other non-profit agencies.

L.A. Youth at Work is administered in the same office that administers the much larger IIB program, which served 11,700 economically disadvantaged youth age 14-21 in summer 1996. While both programs are centrally administered, L.A. Youth at Work's intake, matching and case management are dispersed among the 35 partner agencies. (These functions under the IIB program are also decentralized, but among only a few entities.) With youth records so dispersed in L.A. Youth at Work, and given that some of the 35 partner agencies do not record family income data of applicants, L.A. Youth at Work can only roughly estimate the proportion of youth in the program who are economically disadvantaged: about 60 percent, under the IIB eligibility

provisions. The great majority of participants are from lower-income families. Partner agencies that do intake for the SYETP may refer mature IIB applicants to L.A. Youth at Work positions in the private sector.

Program Management and Funding

Initiation. A convergence of factors resulted in the initiation of L.A. Youth at Work in fall 1994. While the SDA did not yet know that 1995 funding for IIB would be in jeopardy, public youth employment services were well known to be vulnerable to funding cuts. At the same time, the Los Angeles PIC was expressing interest in helping youth. At this juncture, a handful of exceptionally committed individuals initiated a program: PIC chairman Donna Tuttle appointed a PIC member, Elizabeth Shoemaker, president of a diaper bag manufacturer, to work on the idea. Her enthusiasm and commitment generated a willingness to support the idea among company heads whom she contacted personally. Diana Nave, Chief Youth Advocate at the SDA (whose salary was funded largely by Community Development Block Grants), was equally committed and had experience and connections with city government and other leaders responsive to youth. In addition to the substantial time she gave, the SDA was able to commit one staff member to help develop the idea. PIC Chair Donna Tuttle and Mayor Riordan made the idea a priority, founded on a belief that the private sector should step up to the plate.

Next, these individuals formed the PIC Summer Youth Task Force, a small steering committee that met every other week. Members included a few PIC members, the head of the IIB program, a representative of the state EDD (which operates the Employment Service in California), a United Way representative, and an official with the Mayor's Office of Youth Development. They sought materials from other cities that had private sector involvement and got ideas from them.

The task force set goals toward starting the program in summer 1995--and quickly formed working subcommittees to put them into action:

- To prepare youth to handle a job in the private sector, a training subcommittee was set up, staffed for the first year by the SDA, to develop pre-employment training for all youth applicants.

- A job matching subcommittee was headed by the EDD representative, since the Employment Service was experienced at job matching.

- A marketing subcommittee--the already-existing marketing subcommittee of the PIC--would solicit the involvement of employers.

Funding was needed to help initiate the program. The Community Development Block Grant and IIB provided some initial funding. Portions of those funds were used to hire two consultants: (1) a public relations firm to help with marketing and do advertising, and (2) a telemarketing firm to conduct a 1-day telethon. To secure additional funds and well-known sponsors, Shoemaker and Tuttle of the PIC personally recruited sponsors in an effort to raise

$100,000. Rather than attempting to raise it from one or two large sponsors, they thought of the idea of "The Ten Who Make a Difference," believing that it would be more feasible to solicit $10,000 contributions from individual firms. With 7 companies agreeing to contribute $10,000 each (Arco, Shell, Hilton Hotels, Ticketmaster, the Los Angeles Times, Pacific Bell, and Sony Pictures Entertainment) and staff time offered by the EDD and the PIC, the goal was essentially met. Personal one-on-one contacts by Shoemaker and Tuttle with high-level corporate officials they knew were the key to this fundraising success.

Most of the funds raised during the first year were used for publicity and marketing. A marketing consultant was hired to prepare a booklet, "10 Steps to a Successful L.A. Youth at Work Program," which was given or mailed to potential and new employers. In-kind contributions of staff, space and materials enabled the program to operate on a daily basis: Community Development Block Grant funds paid for two student professional workers and a coordinator. The agencies that recruited youth for the IIB program (such as the school district and the Archdiocese) now enlisted applicants and did intake and case management for this new program as well. The EDD provided five full-time staff to generate and follow through with job orders. The PIC paid for the salary of a Coro Foundation Fellow, who helped recruit businesses. Diana Nave, Elizabeth Shoemaker, Donna Tuttle, and task force members donated hundreds of hours. The SDA provided office space and materials and supplies. The L.A. Times provided a training curriculum and staff for the pre-employment training.

Three kickoff events were held: (1) a breakfast sponsored by the L.A. Times, which drew about 70 people, including the Mayor and company heads, (2) a media kickoff breakfast organized by the public relations firm, which included employers who had pledged jobs, youth and the mayor and allowed youth a chance to ask employers questions, and (3) a telethon held at the studio of "Unsolved Mysteries" producer John Cosgrove, a PIC member, which involved partner-agency volunteers and others calling businesses to solicit jobs as well as an appearance by actor Robert Stack. The first summer closed with a recognition breakfast in the Mayor's conference room including every employer who had provided a job, the mayor, and three youth who spoke.

At this point funds were running low and the effort redoubled as additional funding was sought. The program, after its first whirlwind year, now needed to become institutionalized in the community. Permanent staff would be needed, and leaders could not continue to count on borrowed staff. Diana Nave approached an Irvine Foundation official she knew; it was the end of its fiscal year and some funds remained, and the foundation provided $100,000 to operate for the second year. At the same time, Elizabeth Shoemaker approached McDonald's, which had formulated an idea for an Academy to train new workers with a customer service emphasis. The needs of L.A. Youth at Work and the McDonald's idea meshed in a "McCademy," a 1-day training geared to McDonald's employment that would supplement the normal half-day pre-employment training for all L.A. Youth at Work applicants. Those interested in working at McDonald's would take this supplemental training and then work at a McDonald's under the auspices of L.A. Youth at Works. These training sessions were held in June and July 1996 in various locations, including local Employment Service offices and community colleges.

McDonald's franchise owners were invited to the sessions to screen and consider hiring individual youth. This effort was thought to have produced a number of new jobs, though program staff had not yet received counts as of the end of the year.

A key lesson learned from initiating L.A. Youth at Work is that personal, one-on-one contacts at the highest level possible are the most effective way to secure funding support for a new private sector youth employment program. Individual follow-up after an event such as a telethon is critical to guarantee positions from those who pledged during the telethon itself. Diana Nave advised that while it is good to try anything you feel will work in your community during the first year, by the second year the program will need a highly organized United Way-style campaign on an ongoing basis to sustain and expand on initial accomplishments. Equally important, while in the first year companies tolerated less-than-well-prepared applicants on the grounds that "it was just the first year," by the second year a program must present companies with only well-prepared youth who are ready to do the tasks they require.

Staffing and Funding. L.A. Youth at Work is staffed year-round by full-time director Jeff Schaffer, one full-time project coordinator, and one full-time administrative assistant. One employment specialist on loan from the EDD works 30 hours a week with employers and in planning training sessions. Three other part-time staff perform business development, record keeping, and evaluation functions; the evaluator is a graduate student at Claremont College. Of the seven staff, four (including the director) are funded by Community Partners, an organization that administers the city's Community Development Block Grant funds; the other three positions are funded by the Irvine Foundation, the EDD, and the City of Los Angeles.

The program's management team provides oversight and counsel and acts as a board of directors. Its six members, who meet once a month with staff, include the Employment Development Division, the city's Community Development Department, the L.A. Unified School District, the PIC, and Community Partners. In addition, the Business Advisory Committee of about 10 employer members advises on marketing techniques. The members also are asked to call people they know at other companies and to solicit job pledges.

The budget covering an approximately 2-year period from December 1995 through December 1997 is about $375,000---$200,000 from community development block grant funds, $100,000 from the Irvine Foundation, and $75,000 from corporate sponsors.

Enlisting Employers to Provide Job Openings

The program staff spearhead an array of efforts to enlist employers to provide summer job openings. Affiliation with the Los Angeles PIC has been central in lending credibility to the overall effort. L.A. Youth at Work staff advise that SDAs launching a private sector summer employment program affiliate at the outset with respected entities in the community, such as the PIC, the Chamber of Commerce, the Mayor, and a few "flagship" firms.

"First Kiss, First Car, First Summer Job--Some Things We Never Forget" reads the brochure L.A. Youth at Work developed (Exhibit A). This brochure is distributed widely and is made available as part of every contact with a potential employer or contributor.

As noted above, in recruiting individual employers, in-person contacts between high-level individuals are thought to hold the most promise. Visits to companies by the L.A. Youth at Work staff member in charge of business development have a good chance of success. Cold calling by staff can elicit openings if followed up by meetings in person (K-Mart responded to such a call and prompt personal follow-up generated about 100 possible openings from 8 stores within easy travel distance for the youth; 29 of the openings were filled as of January 1997). The telethon produced mixed results: if every pledge by phone had been followed up closely afterward, staff believe it would have been much more effective in getting companies to follow through. Breakfasts are thought to be effective if there is a compelling speaker (for example, a satisfied employer who hired youth through the program) and if there is individual follow-up with attendees after the breakfast. Public recognition of employers and prominent mention of successful experiences in the PIC newsletter are thought to work well in keeping employers involved and attracting new firms to the program. Finally, staff found it best not to cast the program as an "at-risk" program, which they thought would give employers pause, but rather as a program providing the opportunity for youth to have a valuable experience in private sector employment and to learn first-hand what the private sector expects of good employees.

Potential employers are asked only to pay the statutory minimum wage; most pay more, ranging from $5 to $10 an hour. While the program seeks career-oriented experiences for the youth, any job is welcomed. Employers ask for 16- to 21-year-olds; about half the youth hired under L.A. Youth at Work are aged 16-17, and about half are aged 18-21. Firms are assured that youth applicants will have completed a half-day pre-employment training. Firms are encouraged to respond with job orders in any way convenient to them--by mail, phone, fax, or in person. One way is to return the "Information Required" portion of the brochure. Companies wanting to keep youth after the summer or to have youth start working during the fall or winter are encouraged to do so.

Recruitment of Youth

Youth are recruited for L.A. Youth at Work by 35 separate public and non-profit youth-serving agencies in the Los Angeles area. The Los Angeles Unified School District and the Archdiocese of Los Angeles, for example, through their high school counselors, refer youth to the IIB program, L.A. Youth at Work, and other summer employment programs. The partner agencies do intake, conduct the pre-employment training, refer youth to the central office for specific job openings, and do case management on an ongoing basis. (Exhibit B shows the application form youth complete at their agencies.

Under the L.A. Youth at Work program, when a firm submits a job order to the central office, it is distributed simultaneously to all partner agencies. If a partner agency has a youth it wishes to match with an employer's opening, the partner agency contacts the central office, and one staff member of the central office communicates with the employer from that point on. This assures that employers are not called by numerous partner agencies; rather, the central office sends an employer only three to five applicants and the employer tells the central office the results of interviews and who will be offered the job. In turn, the central office informs each partner agency of the results of interviews with youth who were referred for the job by that agency. In this process, then, employers and partner agencies communicate with the central office, not with each other.

The partner agencies tend to refer older, experienced youth for L.A. Youth at Work openings, including youth who had been enrolled in IIB during the previous summer and had applied to return. Some partner agencies are more active in performing functions related to L.A. Youth at Work than others, staff have found, and, as a result, they intend to streamline the list of partner agencies. A particularly active youth-serving agency, Community Build, refers many well-prepared youth and has experienced consistently high placement rates for L.A. Youth at Works. Program staff note that this agency has a strong focus on getting youth into jobs, has a strong case management system, and provides an enriched pre-employment curriculum.

Pre-Employment Training and Orientation of Youth

Every youth applying to L.A. Youth at Work completes a 4-hour training program based on the curriculum used in the L.A. Times internship program. Volunteers are recruited from the partner agencies and local members of the American Society for Training and Development (ASTD) and local members of the Kellogg Training Center. The latter is a training organization that is part of the United Way nationally. Kellogg trainers volunteer to provide training for leaders of nonprofit organizations. Many local United Way chapters have volunteer Kellogg trainers who might be available to help conduct training sessions for related youth employment programs. Volunteer trainers themselves receive training from an L.A. Times trainer or from someone in the program who has conducted these training sessions before. Pre-employment training is generally held every other weekend on Saturday mornings. Large groups are broken into smaller groups of 20-25 per trainer. Training includes effective communication and interviewing, dress standards, and expectations of the workplace.

A 1995 internal evaluation of L.A. Youth at Work indicated that the youth generally found the training helpful and felt well prepared for work in the private sector. They especially valued the mock interviews, which helped them to stay calm and focused during their real interviews.

According to the evaluation, youth wanted the training to be more formal and longer (closer to 2 days), wanted to have the mock interview done by an adult instead of by another youth (feeling that youth-to-youth mock interviews were not helpful), wanted smaller sessions

(because partner agency staff in some cases were not able to anticipate the number of attendees, orientations were too large).

While the evaluation of the program indicated that employers generally were pleased with the quality of applicants, a number of employers have reported that applicants from L.A. Youth at Work were poorly prepared and inappropriately dressed. The program plans to stress to partner agencies that only the best-prepared youth be sent on interviews; the program also plans to streamline operations involving partner agencies.

Matching Youth with Job Openings

Each partner agency matches its youth with jobs based on the copies of job orders the agency receives from central office. Many partner agencies have staff who know their youth very well, and based on a sense of their maturity and motivation, age and prior experience, they recommend particular youth to the central office to interview for a particular job opening. The central office ensures that no more than three to five candidates are sent to an employer who requests one employee. In the successful K-Mart placement experience, each store scheduled a group interview that could accommodate 10-15 applicants at once. Partner agencies recommended to the central office youth they thought would be a good match for K-Mart. The central office then told the agencies of the scheduled group interview dates, times, and store locations. The agencies sent candidates to stores located near their youth for the scheduled group interviews.

In addition to the interviewing techniques learned in pre-employment training sessions, youth are aided by a Pocket Resume which they complete and take to their interview and use as a ready reference (copy in Exhibit C), as well as by their Job referral card (shown in Exhibit D), which has interviewer information, appointment date and time, and directions to get there.

After interviewing, employers usually follow up directly by hiring the selected youth. Employers are not required to inform the central office of their decisions or provide names of youth they have selected/declined. Thus, L.A. Youth at Work can only estimate the number of youth hired through L.A. Youth at Work; while many youth and employers do inform the office, and while many youth inform their partner agency, there are no requirements to do so. The program's estimates of numbers hired are based only on those who have given the program the information. Program staff believe that substantially more youth have been hired through the program than are recorded. Further, program staff believe that many youth who attend the L.A. Youth at Work training then go out and find their own jobs--a positive outcome. Program staff plan to institute a systematic information system, relying on the partner agencies to collect data, to obtain more complete information on outcomes for those who attend L.A. Youth at Work training.

Similarly, information on retention and youth follow-up has not been maintained. The program's idea is to collect such information from partner agencies, starting in summer 1997. L.A. Youth at Work is developing a formal application process that all current and potential

partner agencies must use starting this year. As part of the application process, the agency would have to agree to maintain data regarding placements, tasks performed on the job, retention and follow-up of youth.

The internal evaluation recommended more involvement by the youth themselves in the matching process. First, it was suggested that job orders be posted at the agencies where the youth themselves can scan them and see the agency counselor immediately. Second, the evaluation urged that more information be given about the location of the job, since transportation and commuting time can be prohibitive in many cases. Third, some agency staff phoned in names without having made sure they had seen the youth and discussed the job order with him/her in person. This increased chances of youth not showing up for the interview or being inappropriate for the job. Finally, it was recommended that the youth themselves should communicate with employers to schedule their job interviews.

Work Experience of Youth Under the Program

While they consider almost any type of job offered to be acceptable, L.A. Youth at Work impresses upon would-be employers the importance of providing youth with a learning experience and exposure to the overall work environment, career opportunities, and work ethic. For their part, youth have tended to express a general, unarticulated reluctance to work in fast food places. As a result, very few jobs are in fast food establishments, with the notable exception of McDonald's through its McCademy.

Almost all positions are with for-profit firms that range widely in size and in the number of youth hired. A number of jobs are in the entertainment and public relations industries. At a studio that designs and produces sets, a dozen youth paint sets; for a public relations firm, youth spend some of their time handing out promotional materials or samples; other youth work at theaters. A number of youth are getting their first bank experience at one of the area's large banks; K-Mart and McDonald's offer large numbers of openings; smaller retail stores and pet shops are among the other prevalent kinds of employers. At retail stores, the youth work as cashiers, aisle assistants, and at other clerical and clean-up tasks.

At K-Mart, a youth might start as a cashier or as an aisle assistant. Whatever the assignment, each youth is paired with a more senior employee, a "pal," who stays with or near the youth at all times and serves as supervisor/mentor. K-Mart decided to participate in the program because it is consistent with another youth employment activity--it operates a joint program with California State University at L.A. to train and hire postsecondary students in retailing and move them into its management program. K-Mart, which interviewed 70 youth and hired 29 in fall 1996, has expressed an open-ended interest in hiring more L.A. Youth at Work applicants, on an open-door basis any time of the year, provided that they are well-qualified in terms of dress, motivation, and enthusiasm. K-Mart also plans to promote L.A. Youth at Work participants who perform well in their current jobs.

On the other end of the size scale, a small printing company with six employees did not really need another employee but hired one young man because the owner remembered that someone had helped him and now he wanted to help someone else. This youth worked at the firm part-time, sweeping floors, cleaning up, and eventually handling shipping and receiving--all with competence and enthusiasm. He really wanted full-time, permanent work, however. The owner learned that a friend at another firm needed a permanent employee, referred the youth to him, and the youth is now there on a full-time permanent basis.

Private Sector Participation in IIB Program

The private sector does not participate in the city of Los Angeles' IIB program.

Best Practices/Lessons Learned

Initiating the program. It is likely to take a handful of individuals willing to go extra miles and work extra hours to design and launch a private sector youth employment program. The second year may demand an equally concentrated effort--either from these same individuals or, given that they may be unable to sustain their previous effort, from "fresh troops" who are similarly motivated and prepared to work hard to institutionalize the program in the community.

At an early point, a steering committee should be formed to set specific goals, make key decisions, and implement actions through subcommittees. Early affiliation with the PIC, the mayor, the Chamber of Commerce, and a few "flagship" companies establishes credibility for the new program.

The program can benefit if the core staff also has one or two advisory boards made up of employers and a range of youth-oriented community leaders, which meet frequently and whose members will volunteer time and effort as needed for specific activities. Such committees are a good mechanism for maximizing use of resources that the community has to offer.

In finding volunteers to conduct pre-employment trainings, a good possible source is to contact local members of the American Society for Training and Development (ASTD) and local members of the Kellogg Training Center. The latter is a training organization that is part of the United Way nationally. Kellogg trainers volunteer to provide training for leaders of nonprofit organizations. Many local United Way chapters have volunteer Kellogg trainers who might be available to help conduct trainings for related youth employment programs.

Enlisting employer involvement. L.A. Youth at Work has found it best not to cast the program as an "at-risk" program, which they thought would give employers pause, but rather as a program providing the opportunity for youth to have a valuable experience in private sector employment and to learn first-hand what the private sector expects of good employees.

Initially, corporate sponsorship and jobs are best secured through personal contact between high-level civic, program and corporate officials. Once the program has a track record, jobs with new employers are still best secured through personal contact between one program official in charge of business development and a company official. The program staff should be flexible in communicating with businesses, willing to have an in-person meeting, and allowing the companies to phone or fax in job orders. The employers are the key clients in the private sector program.

An important positive feature of this program is its year-round nature. Companies wanting to keep youth after the summer or to have youth start working during the fall or winter are encouraged to do so.

Indirect positive effects of the program's pre-employment training. An indirect positive feature of this program is the likelihood that many youth who participate in the program's pre-employment training go on to find jobs on their own with employers not formally affiliated with the program itself. To the extent that youth who take the training can be followed up systematically, this effect, beyond the reach of the program's "own" employers, can be more fully described.

Ensuring the youth are prepared and motivated. The experience of L.A. Youth at Work suggests that any youth applicant referred for an interview must be ready to meet the expectations of the private sector workplace. Pre-employment training should be mandatory, formal, demanding of attention, packed with important principles and examples, participatory--and possibly longer than 4 hours.

The experience of L.A. Youth at Work suggests that youth themselves should be as involved as possible in the referral and interviewing process. For example, lists of current job orders should be accessible to them; the job's exact location should be part of the job order so that the youth can judge whether the commute will be possible; a counselor should be available to discuss job orders and employment matters with the youth individually; and youth should be encouraged to make their own interview appointments.

Contact:

Jeff Schaffer
Director, L.A. Youth at Work
Los Angeles City PIC
215 West 6th Street, 9th Floor
Los Angeles, CA 90014
Phone: (213) 485-8251
FAX: (213) 485-5038

PARTNERS

Our thanks to the many organizations that are committed to making this program a success. As of March 28, 1996, the following organizations have pledged their support:

American Society for Training and Development
Archdiocese of Los Angeles
Bresee Youth Center
Career Planning Center
Chinatown Service Center
The City of Santa Monica
Community Build/Youth Fair Chance Plus
Community Partners
Community Service Centers - Housing Authority of the City of Los Angeles
Department of Children and Family Services of Los Angeles County
El Centro del Pueblo
El Proyecto del Barrio, Inc.
First Break - L.A.U.S.D.
Greater Bethany Economic Development Corp.
Home Savings
IN-ROADS/Los Angeles, Inc.
Institute of Retail Management - College Incentive Program
KCET
Kellogg Training Center
Korean Youth Community Center
Los Angeles Conservation Corps
Mexican American Opportunity Foundation
National Alliance of Business
Office of the Mayor
Pacific Asian Consortium Employment
TEAM LA
United Way of Greater Los Angeles
Y.E.S. to Jobs
Youth Empowerment Project
Youth Fair Chance
YWCA of Greater Los Angeles

L.A. Youth at Work
Building Tomorrow's Work Force Today!

First Kiss, First Car,
First Summer Job!

Some things, we never forget...

L.A. YOUTH AT WORK
needs you to make a lasting memory for an L.A. Youth !

INVEST IN L.A.'S FUTURE
Hire an L.A. Youth at Work student intern and get an excellent return - a dedicated and enthusiastic employee who'll contribute to your organization *and* your bottom line.

THIS SUMMER
Be there for an L.A. youth... someone was there for you!

On corporate ladders... It's a long way up, but we all have to start somewhere.

Richard J. Riordan,
Mayor, City of Los Angeles
1st Kiss: *Kim, at age 14*
1st Car: *Ford*
1st Job: *On-the-line at the 7-Up bottling plant*

• • • • •

Bob Russ
Manager, Community Relations
Shell Oil Products Company
1st Kiss: *Pam, at age 13*
1st Car: *'57 Chevy*
1st Job: *Washing dishes at a restaurant*

• • • • •

Veronica A. T.-Ramirez,
Human Resources Supervisor,
McDonald's Corporation
1st Kiss: *Age 14, at a school dance*
1st Car: *'80 Ford EXP*
1st Job: *American Red Cross Volunteer*

• • • • •

Mike Hernandez
Councilmember, City of Los Angeles, First District
1st Kiss: *Elsie*
1st Car: *'57 Chevy*
1st Job: *Delivering newspapers*

• • • • •

George Kirkland
President, Los Angeles Convention & Visitors Bureau
1st Kiss: *In a closet in a good friend's home*
1st Car: *'53 Pontiac*
1st Job: *Clean-up and delivery at a butcher shop*

Remember Yours?

Making a Difference

As of March 28, 1996, significant contributions have been made by the following in support of the private sector job recruitment effort:

Platinum Training Sponsor
McDonald's Corporation

Platinum Program Sponsor
The James Irvine Foundation

Gold Sponsors
Hilton Hotels Corporation
The Los Angeles Times
Los Angeles Convention and Visitors Bureau
Pacific Bell
Shell Oil Products Company
Sony Pictures Entertainment
Ticketmaster Corporation

Public Sponsors
California Employment Development Dept.
The City of Los Angeles
City of L.A. Community Development Dept.
Los Angeles Unified School District
The Private Industry Council of the City of Los Angeles

1995 Employers Said...

"She was a very bright girl. She was willing to help all over the office."
Ruth Lyons, Senior Vice President, Applied Scholastic International

"The counselors did a good job of preparing the youth for work."
Adam Silverman, Vice President, X-Large Corp.

THE L. A. YOUTH AT WORK PARTNERSHIP

L.A. Youth at Work is a joint effort by the City of Los Angeles and a consortium of private and non-profit organizations developed to place qualified youth in private sector employment. Thousands of young adults will be looking for jobs this summer. You can help by identifying paid positions available for summer employment in your organization.

L.A. Youth at Work will provide you with interview candidates who have the appropriate skills and backgrounds to fill the job. A summer job counselor will match the candidate's educational background and previous experience with the personnel needs of the employer, taking into consideration the location of the employer and youth.

THE TRAINING PROGRAM

Training for each youth participant includes a pre-employment seminar developed by The Los Angeles Times and conducted by a professional trainer. Topics will include interviewing techniques, workplace culture, job retention, business dress and interpersonal communications.

TIME FRAME

Most youth will be available to work full-time for a minimum of six weeks beginning July 1, 1996. Some youth are available immediately for full or part-time positions. If the employer and youth agree, the contract can be extended into continuing full or part-time work.

COST

Employers are required to pay at least minimum wage ($4.25 per hour), but are encouraged to pay a higher salary. Last year's average salary was $5.00 per hour.

PIC Chair Donna Tuttle with 1995 student intern.

TRAINING ACADEMIES

Training Academies to provide industry level training and leadership skills are available for corporations or industry clusters donating over 100 jobs. Training Academies are the future of industry involvement in L.A. Youth at Work, providing youth with jobs, basic training for specific industries, and information on long-term industry and career potential.

THE MCDONALD'S CUSTOMER SERVICE ACADEMY

McDonald's Corporation became the founding member of the Training Academy this year, with the development of the **McDonald's Customer Service Academy** and dedication of 500 jobs to L.A. Youth at Work candidates. The McDonald's Customer Service Academy includes on-the-job training at actual worksites and a one-day, off-site training course prior to starting work, where topics will include "Why is customer service so important to McDonald's?" and "What are the steps in the McDonald's corporate ladder?" On-site interviews by potential supervisors and actual job assignments complete the day-long course.

Partial funding for L.A. Youth at Work is provided by the Private Industry Council of the County of Los Angeles.

Cover photo: Over 3,000 youth interns were placed through L.A. Youth at Work in 1995, including this accounts payable assistant currently employed with Candle Corporation.

BEST COPY AVAILABLE

To apply, call

L.A. Youth at Work

at **213-744-2554.** A summer job counselor will be on hand to work with you in determining the best youth candidates for your specific job and location. If you prefer, you may fax the following information to **213-744-2458**, and a representative will call you back.

INFORMATION REQUIRED

Business Name _____

Address _____

_____

Contact Person _____

Phone No. _____

Fax No. _____

Major Cross Streets _____

Number of Employees _____

Number of Positions Available _____

Type of Business (manufacturer, sales, service, other) _____

Work Hours and Days _____

Full/ Part-time _____ Starting Date _____

Work content _____

_____

_____

_____

Skills required _____

_____

_____

Minimum age required _____

Starting Wage _____

How Did You Hear About L.A. Youth at Work?

_____

215 West Sixth Street, Ninth Floor • Los Angeles, CA 90014

From the Mayor...

Mayor Riordan with 1995 L.A. Youth at Work student interns.

By providing summer jobs for youth, we give thousands of young Angelenos an opportunity for the dignity, pride and self-esteem that goes along with having meaningful work. We have an obligation to our youth; they are our future, they want to be contributing adults and they deserve a chance... that's what L.A. Youth at Work is all about. The public and private sectors have long provided jobs for deserving youth, but with the cut backs and reductions in traditional public programs, we need an even stronger commitment from the private sector.

Summer youth employment is important not just to young Angelenos, it is important to all Angelenos. By sparking the flame of opportunity, the future will be brighter for all of us. Our City needs experienced and employable adults, and your help today with a young person will bring many economic and social benefits. Although we cannot promise to help young people with their *first kiss*, together we can help them with their *first job*, and maybe, their *first car*.

Please phone L.A. Youth at Work at (213) 744-2554 to offer jobs and arrange for interviews with some of our City's young people. Thank you in advance for giving them an opportunity.

Sincerely,

Richard J. Riordan
Mayor

Exhibit B.

LA. YOUTH AT WORK
INFORMATION SHEET

PLEASE *PRINT CLEARLY*

NAME: _____
Last First Middle

DATE OF BIRTH: _____ MALE ___ FEMALE ___ SOCIAL SECURITY #: _____- ____ - _____
month/date/year

ADDRESS: _____
Number Street City State/Zip Code

HOME TELEPHONE: (____) _____ MESSAGE PHONE: (____) _____

Do you have a car ? ____ Yes ____ No Drivers license number _____

How far are you willing to travel to get to work (in miles) : _____

WHEN CAN YOU WORK (for example from 9am - 5pm on Monday)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

EDUCATION

List high school, college, trade schools	Dates Attended	Major	Diplomas/Certificates

List any skills learned through hobbies and/or volunteer work:

_____

_____

Type of job you are interested in working

_____

_____

Career Goals:

_____

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EMPLOYMENT HISTORY

(List your last job first, and LIST VOLUNTEER experience.):

Employer Name and Address			Job Title	Supervisor name & phone
From: M/Y	To: M/Y	Describe Duties		Reason For Leaving:
			Rate of pay	Volunteer position? ___ Yes ___ No

Employer Name and Address			Job Title	Supervisor name & phone
From: M/Y	To: M/Y	Describe Duties		Reason For Leaving
			Rate of pay	Volunteer position? ___ Yes ___ No

Employer Name and Address			Job Title	Supervisor name & phone
From: M/Y	To: M/Y	Describe Duties		Reason For Leaving:
			Rate of pay	Volunteer position? ___ Yes ___ No

List Two References (Teachers, Counselors, Former Employers, etc.):

Name	Address & Telephone Number	Relationship

I hereby certify that the information provided in this sheet is true, correct, and complete. I am aware that I may be required to fill out a separate application with the companies that I apply to for employment.

PARTICIPANT SIGNATURE: _____ DATE: _____

NAME OF THE PLACE THAT REFERRED YOU TO L.A. YOUTH AT WORK:

_____

Exhibit C.

Pocket Check List For Job Interview

PREPARATION

Have identification documents available:

- **Driver's License**
- **Social Security Number**
- **Request for Work Permit**
- **Right to Work Documents**

- ❑ Fill in this Pocket Resume and take it with you.
- ❑ Review in your mind, your qualifications for this job.

APPEARANCE

- ❑ Well groomed
- ❑ Suitably dressed
- ❑ Makeup in good taste

INTERVIEW

- ❑ Bring Request for Work Permit form (if under age of 18)
- ❑ Bring Card of Introduction
- ❑ Be prompt
- ❑ Be well mannered
- ❑ Be enthusiastic and cooperative
- ❑ Don't be afraid to ask questions related to the job
- ❑ Relax!
- ❑ Share the "good news"

POCKET RESUME

For Job Interview

This information is often asked for at a job interview. Fill in this resume ahead of time. Take it with you as a reference.

EDUCATION

- School _____
  Address _____
  Telephone (___) _____
  School Activities (Clubs, offices, sports, etc.) _____
  _____

PAST EMPLOYMENT

- Name of Employer _____
  Address _____
  Job Title _____
  Dates _____
  Special Skills (bilingual, typing, computer, etc.) _____
  _____

- Name of Employer _____
  Address _____
  Job Title _____
  Dates _____
  Special Skills (bilingual, typing, computer, etc.) _____
  _____

REFERENCES (Get permission before using)

- Name _____
  Address _____
  Telephone (___) _____

- Name _____
  Address _____
  Telephone (___) _____

BEST COPY AVAILABLE

Exhibit D.

Job Referral Card

APPLICANT: ***Please give this card to the employer at the beginning of the interview.***

Company (Employer) Name:

Address:

Whom to See: **Phone ( )**

Date of Appointment: **Time of Appointment**

Major Cross Streets:

For transit information, call 1 (800) COMMUTE or (213) 626-4455.

Employer: This card introduces

For employment as:

Referrals are based on applicant supplied information.

L.A. Youth at Work

Phone #(213)) 744 - 2554

Seafirst Bank Youth Job Program
Seattle, Washington

Overview

Seafirst Bank's Youth Job Program was initiated in July 1992 in Seattle, a city of about 2 million population. Seafirst Bank is a subsidiary of the Bank of America with 280 branches across the state of Washington. The program provides nonsubsidized employment (full-time during the summer and part-time during the school year), training, and scholarship assistance for low-income youth. The program was developed and is administered solely by Seafirst Bank and its employees, without the participation of the federal, state, or local governments, except for the role of local school districts in the referral of youth to the program. Although the program was introduced in Seattle, it has grown to include a number of additional cities in Washington with Seafirst branches.

The primary goal of the program is the education of students, through academic as well as real life work experience as its brochure emphasizes (Exhibit A). The program and its staff are committed to enabling low-income youth to complete high school and enter into higher education. The key feature of this program is that it provides continuous year-round service to individual students over a multi-year period, through high school graduation and into college. Another distinguishing feature is that, in contrast to other private employers participating in youth employment programs, the Bank prefers to enroll younger students without work experience. Students typically enter the program in 9th or 10th grade and remain until they have graduated from high school. However, students may continue to work at Seafirst Bank after they begin college. The principal criterion for selection for the program is a school record that reflects good attendance and grades.

In 1996, all 84 currently participating students in Seattle received the same $7.04 hourly wage. Students work 12-15 hours per week during the school year. During the summer and any other time school is out, the students may work as many as 35 hours per week. Students are expected to work during vacation periods unless they have a valid excuse, such as participation in school athletic programs. Every year, Seafirst Bank statewide aims to have 100 youth active in the program. As the students graduate, Seafirst goes back into their communities and recruits other youth to replace them.

Thirteen of the 84 Seattle participants are 14- or 15-year-olds, and 71 are 16 or 17 years old. A slight majority are female. Twenty-four (29 percent) are African American, 21 (25 percent) are Hispanic, 19 (23 percent) are Asian, 11 (13 percent) are white, and 8 (10 percent) are Native American. One student is Arab American. A requirement for entering the Youth Job Program is that the applicant come from a low-income household, with household income at or below 75 percent of the county's median income.

Program Management and Funding

The impetus for this program was the Rodney King trial in Los Angeles. According to Ms. Debbie Hevia, Vice President of Seafirst Bank and manager of the program, after the trial, Seattle began to experience inner-city riots. In an effort to improve conditions for Seattle's youth, Mayor Norm Rice asked local businesses to step forward in summer 1992 by hiring youth. Seafirst Bank quickly and enthusiastically responded to this request. However, instead of contributing only for the summer, Seafirst wanted its effort to achieve long-term benefits for the community and created a year-round, multi-year program.

Since its first year, the Seafirst Bank Youth Job Program has expanded statewide. In addition to Seattle, the Seafirst Bank Youth Job Program is currently operating in Yakima, Toppenish, Sunnyside, Grandview, Richland, Kennewick, Pasco, Spokane, Tacoma, and Everett. A total of 100 youth were participating statewide as of 1996. In selecting new areas for the program, Seafirst Bank seeks localities with high poverty rates and gang-related problems. When an area has tentatively been selected, staff from the Bank make appointments to meet and talk with the mayor, city council, and school officials to enlist their support for the program.

Currently, the program has four full-time year-round salaried employees. They are the program manager, Ms. Hevia, and three program coordinators who report to her. They oversee the statewide operation of the Bank's program. One coordinator's primary responsibility is college planning, another coordinator's principal responsibility is the youth's work assignments, and the third oversees the activities of the advisors. In Seattle, there are 84 advisors, who are all bank officers (but not the youth's supervisors) and who volunteer to serve as mentors/role models on a one-to-one basis for the students. Advisors encourage good performance at school and on the job. They also act as role models and assist in career and college planning. The Youth Job Program offers the student/advisor partners various recreational and special events they can attend together throughout the year.

The main purpose of the Advisor Program is to personalize this working relationship through a one-on-one partnership between Seafirst staff and the students. A student is paired with an advisor who helps the student live up to his/her potential and to successfully complete the program. The students and their advisors meet once a week to discuss any concerns or questions the youth may have. By maintaining weekly contact with their students, mentors help them set individual goals and develop specific plans to achieve those goals, which are outlined in each student's Goal Sheet. Quarterly reports articulate progress toward meeting goals, from both the student's and advisor's perspective. Exhibit B shows the Goal Sheet and Quarterly Report forms. Advisors also support and encourage the students to complete high school while making sure the student's experience with program is enjoyable and positive.

In addition, the program manager monitors each advisor/student relationship in an effort to ensure a successful match. The manager serves as a referral source for the advisors and the students for any situations needing to be addressed that are beyond the scope of the advisor relationship. Further, the program manager meets with all of the students, by city, once a month.

The 1996 annual budget for the program was $1 million. A considerable amount of this annual budget is for payroll for Seattle's 84 students, in addition to the 4 full-time officials, and financial support in college for those students who graduate from high school and enroll in higher education. Each participating student who graduates from high school and goes on to college receives $10,000 toward his/her education. The award is given in $2,500 yearly installments, provided students maintain a 2.0 GPA in college.

Enlisting Employers to Provide Job Openings

Because this program is administered by the private company that employs the youth, enlisting employers to provide job openings is not difficult. Seafirst Bank encourages the 280 branches across Washington to participate if they are not already doing so. In the greater Seattle area, Seafirst Bank sends out electronic mail to supervisors and department heads indicating that the Bank is interested in hiring a specific number of students city-wide. The branches are encouraged to respond and indicate whether or not they will take a participating youth, how many students they are willing to take, and what positions are available for the students at that particular branch. Once the headquarters receives the branches' responses, an orientation is scheduled at the various sites to let branch officers know how the program operates and the commitments that are expected of them in employing youth under the program.

In addition, Seafirst Bank gives, on average, two presentations on the Seafirst Job Program each month to other local private sector companies. This presentation includes a video Seafirst Bank has developed about the program. Several larger companies and organizations, such as the Downtown Yakima Rotary Club, US Bank, and the Spokane Chamber of Commerce have started their own versions of this program.

The Downtown Yakima Rotary Club was the first in the state to create a program similar to Seafirst's. Initially, a total of 10 students from two local high schools were chosen to participate in the Rotary's program, which is divided into three phases. The first phase centers on after-school employment and job training for youth at 12 local Rotary member businesses. The second phase focuses on mentoring: each student is paired with an on-the-job advisor committed to helping the student live up to his/her potential on the job. The third phase focuses on completion of education, a top priority of the program.

Recruitment of Youth

Selection of students is carried out in close coordination with local school districts and with the direct participation of middle school and high school counselors. The program manager first goes to the school superintendents in specific areas of the city to explain the program and to ask them to identify the schools in their areas that they recommend the Bank contact. The next step is for the program staff to meet with the principals and school counselors of the recommended schools to invite their participation. When a specific school has agreed to participate, the school counselors give Seafirst Bank the names of individual candidates for the program. If Seafirst is planning to hire 10 students from a school, the school counselors will

give the Bank approximately 30 candidates who meet the criteria, and the students will be interviewed one-on-one in order to select the 10 participants. The interviews take place at the schools and are scheduled and conducted by one of the program coordinators.

A student's acceptance into the program is based on the following criteria:

- From a low income household--75 percent of the county's median income, or lower;
- Minimum 2.0 GPA;
- Maintains a good school attendance record;
- Age 14-17 (9th-11th grades); and
- Demonstrates an understanding of the program and a willingness to participate.

In addition to the above criteria, Seafirst prefers that the participating youth not have any prior work experience. The bank also tries to target younger students within the 14-17 age bracket. In the hope that the program will help students achieve direction in their lives, the firm asks the school counselors to recommend students who may be unsure about their plans for the future and who also may be experiencing some behavior problems.

Students remain with the program until they graduate from high school, as long as they continue to meet the program's standards. If their grades fall, students are not permitted to continue working and may resume only when their grades return to at least a "C" level.

There are far more students interested in joining the Seafirst program than the program can serve. Seafirst Bank gets telephone calls constantly from parents asking how their child can participate in the program. Seafirst publicizes its program, with the goal of encouraging other local private sector companies to create similar programs to help as many at-risk youth as possible.

Pre-Employment Training and Orientation of Youth

Seafirst Bank requires that the students attend an all-day orientation on the first day of their participation in the program. Topics covered in the daylong session concern the code of conduct in the work setting, such as appropriate dress and attendance. In addition, youth hear testimonials from other youth who have graduated from the program. In these testimonials, the students describe the positive and negative aspects of their experience in the program, what to expect, and assure new participants not to be apprehensive.

In addition to this orientation meeting, there is a also a breakfast kick-off meeting. Also, when new students join the program, program staff take the students on a shopping trip. The Bank buys each student two outfits that it considers appropriate for the work setting.

Seafirst understands that these initial events can be overwhelming for the students. Therefore, in order to make the learning process more manageable, the Bank also provides workshops for the students every 6 to 8 weeks. These workshops cover a wide range of useful work-related topics such as communication skills, time management, and resume writing.

For the coming year, Seafirst is considering conducting a parent orientation as well. The purpose of this would be to help the parents understand exactly what Seafirst Bank requires and expects of their child. Further, the Bank wants the parents to understand the role of the mentor.

Matching Youth with Job Openings

Youth Job Program students work part-time (a maximum of 17 1/2 hours per week) during the school year, and full-time employment is available during summer and school breaks. The Bank makes an effort to place students in positions in which they are most interested. Youth are asked to indicate their interests and preferences as part of the placement process. Students are assigned to various entry-level jobs throughout the bank, ranging from data entry to customer service and tellers. Every attempt is made to match the interests of the students with the functions of specific occupations in the bank. As their skills develop, students can advance in their position, or move on to a different department for further on-the-job training in different skills and exposure to other operations of the bank.

Work Experience of Youth Under the Program and Monitoring of Worksites

Nearly all the positions in the program are clerical in nature. Ms. Hevia emphasizes that, in addition to occupational skills, the students who participate in the program also acquire a broad range of important life skills, such as:

- A better understanding of the discipline of the workplace;
- Improved interpersonal skills;
- Increased interest in career plans and goals;
- Increased self-confidence; and
- Communication skills.

In addition to working regularly with their worksite supervisors, time is set aside every week for individual student/advisor discussions. The roles of the supervisor and advisor are illustrated in the following two examples drawn from the program handbook:

Tina is a headstrong child from a broken marriage who has spent much of the previous 4 years rebelling against her mother, father, and teachers. During ninth and tenth grades, she had skipped school so often that she had virtually no credits by the end of her sophomore year. Then, something inside her clicked. Tina decided to put forth the effort and give school another chance. She spent her junior year making up for lost time, taking classes simultaneously at two separate high schools.

At one of these schools, a counselor recommended her for the Seafirst Youth Job Program. She was assigned to Seafirst's Allenmore branch. While at Seafirst, her mentor, Mary Kay Moore, noticed an improvement in Tina's work. When Tina started, her supervisors had her doing routine clerical work. Tina was uncomfortable around her adult co-workers. She said she felt "tongue-tied" when she had to speak with customers. But slowly, as she earned more responsibilities at the bank, her skills and her confidence improved. "It was really great as I got to know some of the regular customers," Tina said. "And it would really feel good when an older person would come up and ask me how to do something."

When Elizabeth was 16, she partied, became pregnant twice, moved into an apartment to escape an abusive home, and struggled in school. Luckily, her high school counselor took notice of Elizabeth's determination and nominated her for the Seafirst Youth Job Program.

Today, Elizabeth credits the program with giving her a promising future. Currently, she is a bank employee, smoothly guiding customers through a maze of savings accounts and IRAs. This past fall, Elizabeth began attending Washington State University. "I feel like a different person," Elizabeth said. "I was timid and shy; now I talk to hundreds of people a day. I want to be a lawyer."

Private Sector Participation in IIB Program

The Bank does not participate in the IIB program.

Best Practices/Lessons Learned

Ms. Hevia cautions other firms attempting to start a similar program to moderate their expectations. She believes that it would be a mistake to assume that the development of a successful program is an easy task. It takes time for a program to build a feeling of trust among the students who are the target population for this program.

The ability to provide continuous mentoring to a youth over several years has been central to the success of the program. Records indicate that 92 percent of youth who enrolled are either still in the program or have graduated from high school. Of the 92 percent who have graduated from high school under the Seattle Youth Job Program, 80 percent have entered college.

Contact:

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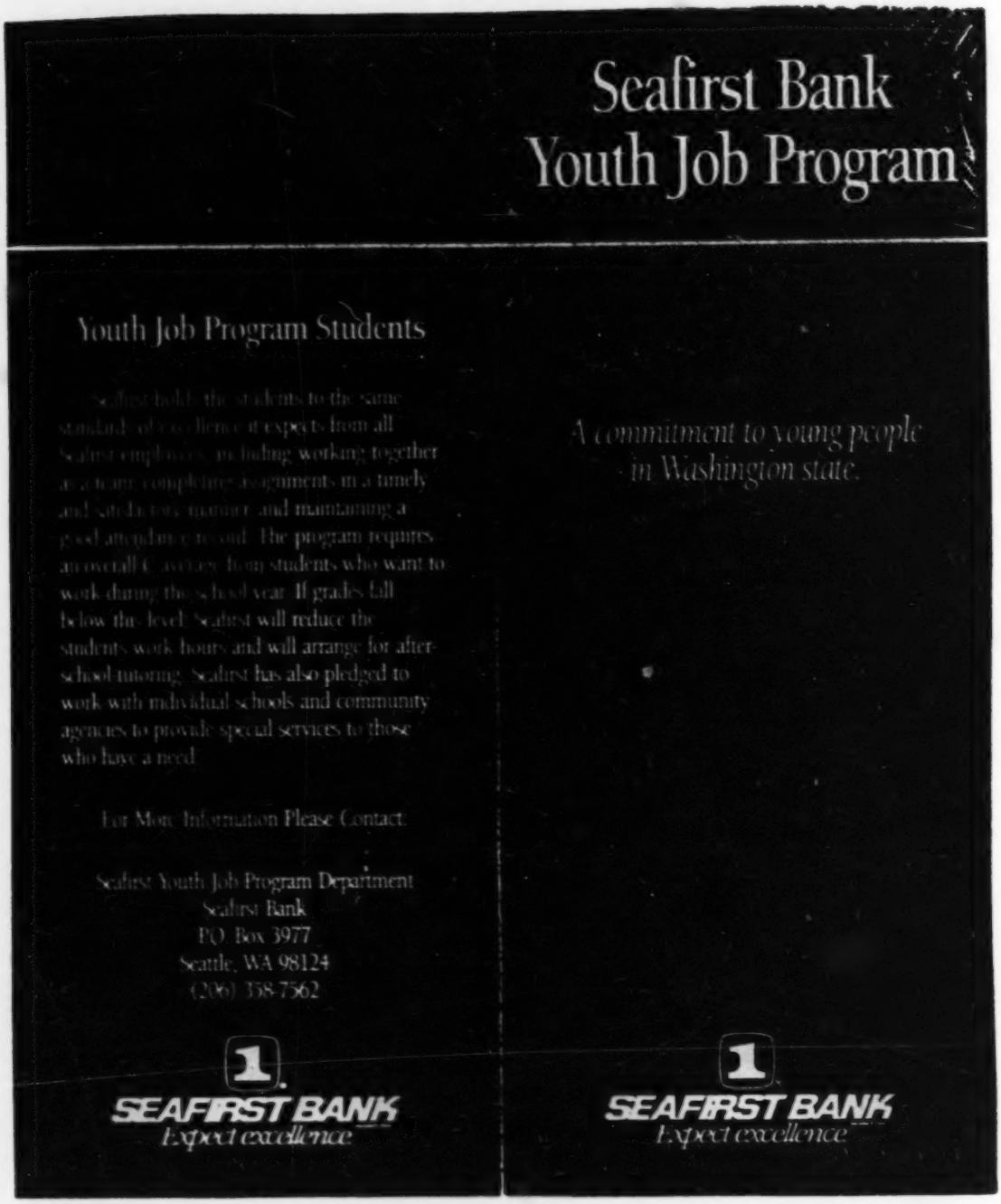
Vice President
Seafirst Bank
800 Fifth Ave, 33rd Floor
Seattle, WA 98124
Phone: (206) 358-7562
FAX: (206) 358-6510

Exhibit A.



Seafirst Bank Youth Job Program

Youth Job Program Students

Seafirst holds the students to the same standard of excellence it expects from all Seafirst employees, including working together as a team, completing assignments in a timely and satisfactory manner, and maintaining a good attendance record. The program requires an overall C average from students who want to work during the school year. If grades fall below this level, Seafirst will reduce the students work hours and will arrange for after-school tutoring. Seafirst has also pledged to work with individual schools and community agencies to provide special services to those who have a need.

For More Information Please Contact:

Seafirst Youth Job Program Department
Seafirst Bank
P.O. Box 3977
Seattle, WA 98124
(206) 358-7562

SEAFIRST BANK
Expect excellence

A commitment to young people in Washington state.

SEAFIRST BANK
Expect excellence

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The Seafirst Youth Agenda, a pledge to advance the well being of young people in Washington state, was created because we believe in the ideas, aspirations and efforts of our youths— and we share in their desire to succeed.

Seafirst's Youth Job Program

Seafirst's Youth Job Program, a long-term commitment providing employment, mentoring and scholarship assistance to more than 100 young people living in Washington state is one of the more visible programs resulting from Seafirst's Youth Agenda. The multi-million dollar program was the first of its kind in Washington state, and today is the only one like it in the United States.

Our primary aim is to help each student successfully complete high school. The Youth Job Program also provides work opportunities that help the student develop vocational skills while finishing school, and we offer scholarship assistance to students wanting to pursue a vocational or college education.

The Youth Job Program has three main features:

- **Job Training:** Positive work experiences can greatly influence a young person's perception about work. That's why all students who want to work during school are offered part-time jobs at Seafirst with the option to work full-time through school breaks and vacation periods. We make every attempt to place students in areas that match their skills and interests. As they acquire new skills, students may enhance on-the-job training by transferring to other areas within Seafirst.

- **Mentoring:** Students are paired with Seafirst advisors—volunteer employees who help the student live up to their potential and to successfully complete the program. Advisors act as mentors and provide a professional role model for the students. By maintaining weekly contact with their students, advisors can help them identify individual goals and develop specific plans to achieve those goals. They also support and encourage the students to complete high school, and contribute to an enjoyable and positive work experience.

- **Scholarship Assistance:** All students receive professional college and career planning assistance to help identify appropriate college, university or vocational training choices. Upon acceptance, Seafirst will award students six-year renewable scholarships for continuing their education.

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Exhibit B.

SEAFIRST YOUTH JOB PROGRAM
STUDENT/ADVISOR
GOAL SHEET

DATE _____

STUDENT _____

ADVISOR _____

STUDENT GOAL(S):

- _____
- _____
- _____
- _____

WORK PLAN (Action or steps to accomplish goals, include dates)

ACTION	DATE
• _____	
_____	
_____	
• _____	
_____	
_____	
• _____	
_____	
_____	
• _____	
_____	
_____	

Seafirst Youth Job Program
Student Quarterly Report

DATE: _____

STUDENT NAME: _____

ADVISOR NAME: _____

Summarize frequency and types of contact with your advisor (weekly, telephone, in person):

Has your advisor been helpful to you? Please explain:

Would you like anything to change? How?:

Comments, Suggestions:

Seafirst Youth Job Program
Advisor Quarterly Report

DATE: _____

ADVISOR NAME: _____

STUDENT NAME: _____

Summarize frequency and types of contact with your student (weekly, telephone, in person):

_____

_____

_____

_____

_____

List student's goal(s):

_____

_____

_____

_____

Describe progress toward goals:

_____

_____

_____

_____

_____

_____

Comments, suggestions:

_____

_____

_____

Seafirst Youth Job Program
Advisor Weekly Log Sheet

STUDENT'S NAME _____

DATE _____ AMOUNT OF TIME _____

NOTES _____

_____

_____

_____

DATE _____ AMOUNT OF TIME _____

NOTES _____

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_____

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DATE _____ AMOUNT OF TIME _____

NOTES _____

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DATE _____ AMOUNT OF TIME _____

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Youth Employment Partnership
Portland/Washington County, Oregon

Overview

Portland, Oregon is a medium-sized city of approximately 460,000 population in a metropolitan area of well over 500,000 population. Its economic situation is fairly stable; overall unemployment is less than 5 percent, with double-digit figures in the poverty areas that seem to be present in every city. The majority of the participants in the nonsubsidized jobs program come from these areas. The city is multi-ethnic, with sizeable Asian, Hispanic and Native American populations.

The Portland Youth Employment Partnership (YEP) placed 500 youth in nonsubsidized jobs in the summer of 1996, of whom 60 percent were estimated to be economically disadvantaged. Of those who were economically disadvantaged, half were 16-17 years of age, and half were between 18 and 21 years of age. Less than 1 percent were in the 14-15 age bracket. Approximately 37 percent were African American, 31 percent white, 26 percent Asian, and 3 percent each Hispanic and Native American.

A total of 227 employers participated in the nonsubsidized program, of which 176 hired youth, 50 provided in-kind services or other contributions, and one provided a monetary contribution. The vast majority (95 percent) were private for-profit firms; a few (about 2 percent) were non-profit organizations, and about 3 percent were government agencies. The majority of employers (about 60 percent) were medium-sized (26-100 employees); 30 percent were small (under 25 employees), and 10 percent were large (over 100 employees).

As of 1996, the program was in its third year. Among the principal innovations of the program are the following:

- Partnerships with community-based organizations that have expertise in working with the youth of the various neighborhoods in Portland, thus decentralizing contact with youth and employers to the local level;

- A "Summer Summit" planning process, innovative in that it included broad community representation in planning the summer program; and

- Sharing of information between local offices of the Oregon State Employment Department (public employment service) and The Private Industry Council (TPIC) which administers Portland's JTPA programs.

Two of the cooperating companies, whose representatives were interviewed for this report, were Portland Packaging, a packaging and crating company, and 3-D Protective Systems, a private security company.

In addition to the 227 youth who participated in the nonsubsidized program, 443 youth were provided jobs under IIB, and 831 were served in state and locally-funded summer employment programs during the summer of 1996.

Program Management and Funding

YEP made its first real attempt to develop a private sector placement program in 1994, with a program called "Community Business Partnership" (CBP). The program was developed in an effort to expand the number of summer work opportunities for youth beyond the JTPA summer employment program. A group representing TPIC, the City of Portland (specifically its Development Commission and Bureau of Housing and Community Development), the Oregon State Employment Department, and community-based organizations planned the program over an 8-month period. Through CBP, slightly over 50 placements were made in the summer of 1994.

Based on what was learned during that first year, TPIC, along with the City of Portland, took the lead in developing a new model for implementation in 1995. Wanting to emphasize its community base, the planners decentralized the 1995 program. Each participating community organization was asked to do its own job development, with weekly meetings to share information. The 1995 program worked better than the 1994 model, but it was recognized that additional changes were needed.

In the fall of 1995, the federal budget crisis emerged with serious implications for funding of the 1996 IIB program. In response, TPIC convened a "Summer Summit" of key leaders, funders, and program operators to address the problem of assuring that there would be adequate resources for summer youth employment in the summer of 1996. As part of this process, a subgroup was formed to focus on improving YEP. This subgroup began a series of meetings in December 1995. As a result of these meetings, the following changes were made in the program: (1) emphasis on the program as a separate entity with its own logo and letterhead; (2) development of a marketing strategy which included a bus advertising campaign; (3) use of direct mail to employers, targeted by zip code and type of employer typically hiring summer youth; (4) establishment of a speakers bureau; (5) development of more formalized procedures for communicating with employers; and (6) establishment of a process for the State Employment Department to provide information to YEP about the youth placed through the Employment Department. (This information had not been previously accessible to YEP.)

Although the partners "bought into" these changes, coordination was still a problem. As a result, a full-time coordinator will be hired to begin work in February 1997 to plan next summer's program.

The Portland program is administered by TPIC. TPIC's major financial partner in the enterprise is the City of Portland. The major operating partners in the program are TPIC's Youth Employment Institute (a PIC site located at an alternative school in Portland where the summer program is administered) and its two operating contractors, the IRCO refugee center and the

Urban League of Portland. In addition, Lents Boys and Girls Club, Mr. Scott Community Center, the Marshall Family Center, and the Southeast YMCA act as field locations for the Youth Employment Institute staff and conduct recruiting, training, intake and job referral services for youth in their neighborhoods. The Portland and Washington County school systems are also considered operating partners and provide additional intake centers. The Northwest Education Services District contributed funding and one of the District's local high schools served as an intake center. YEP remains in contact with the schools throughout the year, and the school system is represented in the planning sessions for each summer's program.

The major business partners in the 1996 program were LazerQuick, a printing firm which developed the logo, the letterhead, and did the printing for the program, and ProTemp Professional, a temporary office services firm, which helped plan the program during its developmental stages. The State Employment Department participated in the planning and helped with the marketing by providing lists of employers and mailing labels.

The budget for the nonsubsidized summer employment program for 1996 was $60,000 (about $10,000 less than the amount actually needed, according to staff). Of the amount, $50,000 was provided by the City of Portland, $6,000 by the Washington County Educational Service District, and $4,000 from Portland's IIB funds (used for promotion and contact with youth and employers in both the IIB and nonsubsidized programs).

The nonsubsidized program staff consisted of seven seasonal employees (spring/summer) and three full-time year-round SDA staff members, paid by TPIC, for whom YEP comprises "only a small fraction of their jobs." These employees, including the youth program manager, are paid by TPIC with the fraction of their time devoted to the nonsubsidized jobs program reimbursed from city funds.

Enlisting Employers to Provide Job Openings

The task of recruiting employers for this past summer began in April 1996. In soliciting job openings, the only requirement was that employers pay the statutory minimum wage. The program has attempted to secure higher-skilled and career/oriented job openings by marketing to employers, youth whose skills have been identified through an interest inventory and an assessment process to be appropriate for these higher-level jobs.

Under the decentralized approach of the Portland program, about 55 percent of the job openings were secured by two contractors, the IRCO refugee center and the Urban League. TPIC staff secured most of the remaining 45 percent of the job openings.

In soliciting job openings, TPIC and its contractors used the following approaches and found them all to be effective: a direct mail campaign, starting in early winter, with follow-up letters sent to those who responded; targeted telemarketing (primarily to employers known to have participated in the past or who had shown an earlier interest); provision of speakers at business association meetings and community schools; articles in newspapers; visits to employers; promotional literature, including brochures; bus advertising, enlisting both employers and youth

participants); networking with partners both past and present; and use of Employment Service listings.

Telemarketing and personal visits to employers were perceived as the most successful of these techniques. Staff indicated that "telemarketing is very efficient from a time perspective; a good way to give a snapshot of the program". They also noted that "employers enjoy the immediate, efficient assistance" or communication that these two techniques provide. This program did not market youth to the employers as being economically disadvantaged.

Contact with employers soon after the completion of the summer program was determined to be an important tool for assuring repeat business for the following summer, as well as a quality improvement tool. A survey questionnaire, asking employers to evaluate each youth's performance, was personalized and sent to all participating employers. The responses were used in preparing an annual report on the program, which was then mailed with a cover letter to each employer. The report will also be used as a marketing tool for the 1997 program. Exhibit A, the program's "Report Card to the Community," illustrates types of information that any program's annual report might include.

There was very little solicitation of monetary contributions, although some in-kind contributions were received, such as printing services and packets for the marketing campaign.

Program staff plan to begin job solicitation for the 1997 program in February, at which time they hope to hire a full-time coordinator. They are also considering conducting a fundraising event to secure funds for program staffing, since funding by local government is in question due to a "tax revolt" in Oregon which may affect Portland.

Recruitment of Youth

Recruitment of youth for the 1996 program began in April 1996. The community-based organization contractors (e.g. Urban League, IRCO Refugee Center) recruited 44 percent of the youth, the TPIC Youth Employment Institute accounted for 40 percent, and the Portland School System recruited the other 16 percent. Approximately 20 percent of the youth recruited for the private sector program were referred from the IIB applicant pool. The other 80 percent were recruited directly through word-of-mouth, brochures, bus advertisements, presentations at schools and community organization meetings, referrals from partner organizations and other youth employment programs. Word-of-mouth was regarded as the most effective means for recruiting youth, based in large part on the good reputations of the organizations offering summer employment assistance. As one staff member noted, "Referrals from other youth were important; many youth in Portland know that you go to TPIC or one of our community-based partners for summer jobs."

The bus advertising campaign was also regarded as effective. Posting notices in the community was regarded as the least effective of the approaches.

Youth recruited for nonsubsidized jobs had to meet the following criteria: ages 16-21; have had previous work experience, particularly in the IIB program; and meet or come close to meeting the Housing and Community Development Department's low/moderate income criteria used by the city in determining eligibility for various programs using city funds.

In the recruitment process, youth were screened initially through the completion of a short application, completion of a job-readiness program, and a personal interview with a job developer. The same process was used for the IIB and nonsubsidized programs. The IIB program, however, concentrated on youth aged 14 and 15 and some 16-year-olds with no work experience. The nonsubsidized program was limited primarily to youth aged 16 and over, with work experience -- the youth preferred by most employers. Adherence to the income guidelines assured that a large percentage of the youth enrolled were economically disadvantaged.

Pre-Employment Training and Orientation of Youth

All youth enrolled in IIB and the nonsubsidized program participate in the same pre-employment training and orientation programs. The training, which averaged 4 hours plus individual time with an account representative from the placing agency, was given either by TPIC staff or by the community-based organization contractors. The training included the following topics: how to fill out a job application; interviewing skills; appropriate behavior on the job; and communications skills. Staff found that the most effective training methods used were mock interviews, use of interactive training methods in which there is "give and take" between youth and instructors, small group training (maximum of 10 youth per session) and "creativity in training" (i.e. allowing trainers to adapt to situations and individual needs). They also feel that the interval between training and entry on the job should be kept as short as possible.

Employer representatives interviewed felt that the youth referred were generally job-ready. One of these employers followed up the pre-employment training with a discussion with the youth concerning the company's perception of the most important aspects of job readiness--attitude and appropriate job-site behavior. The other representative said that her company covered these topics in their interviews with applicants.

There was no formal process for training supervisors or employers, although some occurs as the need arises.

Matching Youth with Job Openings

In their job orders, almost all of which were communicated orally, all of the employers specified that youth be age 16 or older, with 60 percent specifying age 18 or above. Most of the employers (about 60 percent) insisted on prior work experience, and 80 percent specified certain required skills. A majority (65 percent) also specified particular personal/personality traits such as maturity and ability to speak clearly. All employers included good work habits among their requirements.

The responsibility for matching youth with employers rested primarily with TPIC's contractors, the Urban League and the IRCO Business Youth Exchange (the youth employment arm of the IRCO refugee center). Some matching was done by TPIC staff. As part of the pre-employment training process, the staff used an interest/skills inventory to find out the youths' job preferences, wage requirements, hobbies, after-school activities, and any barriers to employment (e.g. potential transportation problems, personal or educational idiosyncracies). Data from this inventory, and any additional information gained during the personal interviews, were matched against the information and specifications provided by the employers.

TPIC staff emphasize the importance of being aware of youths' interests, skill levels, and career goals in making job matches. They also recommend that, particularly for any program without a pre-employment orientation program, a personal meeting be held with each youth before their interview with a prospective employer. All employers who placed job orders under the program interviewed youth prior to making hiring decisions.

Employer representatives interviewed for this report said that the youth referred met their hiring specifications, although they each interviewed more than one candidate for each job before making a hiring decision which was their normal hiring practice.

Work Experience of Youth Under the Program and Monitoring of Worksites

Youth in the nonsubsidized program were employed in the types of jobs shown in Table A below.

Table A. Jobs in which nonsubsidized job program youth were employed

Type of Job	Percentage of Youth
Restaurant and food service	26%
Building maintenance and custodial	15
Manufacturing and fabrication	14
Office/clerical	10
Retail sales	9
Grounds/landscaping/ conservation	6
Miscellaneous	20

Wages for these jobs ranged from $4.75 to $12.50 per hour. The average for all nonsubsidized jobs for the summer was $5.84 per hour. The average duration of summer employment was 8 weeks and the average workweek was 35 hours. It is estimated that some 5-10 percent of the youth continued on a part-time basis with their summer employers during the school year.

All employers are contacted by staff to verify youths' employment. Thereafter, monitoring by program staff was conducted when requested by employers. In some cases, on-site mediation was conducted, by staff, between the employer and the employee. Employers interviewed appeared to be generally satisfied with the staff's responsiveness.

At the conclusion of the summer, all employers are asked to evaluate each youth's performance, using a work maturity checklist covering the youth's punctuality, attendance, attitude, completion of tasks, and appropriateness of appearance. Those employers who responded reported that 88 percent of the youth presented appropriate appearance, 84 percent of the youth completed tasks effectively, and 80 percent of the youth demonstrated a positive attitude. The information gained through these checklists will be used for improving the pre-employment training and placement counseling in next year's program. More detailed assessments of two of the youth employed in the Portland program are included in Exhibit B.

Private Sector Participation in IIB program

In 1996, there was significant involvement of the private sector in the IIB program and other public sector initiatives. Many of the IIB youth (estimated at between 35 and 50) were given internships and job shadowing opportunities at private firms. Many private firms hosted field trips or provided guest speakers for IIB enrollees' training sessions.

Companies also made in-kind or service contributions to specific programs (e.g. guest instructors for horticulture programs, assistance in office skills training, materials to build a playground). The program also offers a "wide range of opportunities for youth" through a summer project RFP program called "mini-proposals." Last summer, 15 or more such small proposals were funded by a combination of IIB and city funds; some were said by the coordinator to have had "considerable private sector involvement."

Best Practices/Lessons Learned

The 1994 version of this program, in the opinion of staff members, had several major flaws: the job development, intentionally centralized with one person at one agency, did not work and resulted, in that year, in jobs inappropriate to many of the youth available; the program tried to serve 14- and 15 year-olds as well as older youth, and private sector employers were not interested in those youth; focusing on large companies as sources of summer jobs did not yield a significant number of job openings; and jobs were listed in a very cumbersome electronic job information and record-keeping system. While the intent was that job developers could access

the information from their program locations, this system turned out to be difficult to keep up-to-date and was time-consuming.

TPIC and the City of Portland took the lead, beginning in the fall of 1994, in developing a new model to eliminate these flaws and to build on those elements of the program that had worked. They decided that the program would work best if it were truly community-based; that the job development would best be done at the community level, where the people had a vested interest in getting jobs for the youth, rather than going through large organizations where the interest in jobs for youth, while sincere, was only one of many goals and concerns. As a result, in 1995, each involved agency did its own job development.

The program was considerably more successful in 1995, but it was realized that some degree of coordination was needed to provide a more unified public view of the partnership. It was also realized that it was necessary to better communicate between agencies during both the job development and placement phases. As a result, weekly meetings of "account representatives" from the various agencies to share information were held. In order to better share information electronically, the state Employment Department resources were explored, and the Employment Department agreed to identify summer jobs on their system with a special code so that jobs appropriate for youth in the YEP program could be more easily identified. One of the YEP job developers accessed this system weekly to look for jobs. This proved helpful, but the search for more efficient ways to communicate electronically continued.

While the program is seen to have improved markedly with each summer's experience, fine-tuning continues. To meet the increasing workload of this program, funds are being sought for a full-time YEP coordinator to begin work in February 1997. The program has very ambitious service and placement goals for each of their account representatives from the various cooperating agencies.

Other lessons learned include the following: the involvement of business in the up-front planning can be very helpful (the assistance of a temporary employment agency this past year was a good illustration of this involvement); electronic sharing of information is a necessary and ongoing process (e.g. the program has added internal and external Web pages and will be putting up a YEP Web page for summer 1997); and tapping into other existing local or regional data systems, where they exist, may prove helpful in job solicitation (e.g. the program is attempting to access the existing region's School-to-Work information system to search for employers and job opportunities).

Portland's staff advice for other communities starting, or attempting to improve a nonsubsidized summer employment program is to:

- Use all the assets in the community, both public and private;
- Do the job development at the grass roots level, but emphasize coordination and sharing of information;

- Obtain as precise as possible hiring specifications from the employers and the best possible profile of the youth to assure the optimum match; and finally;
- Work on improving your program on a continuing basis.

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Exhibit A

Profiles of Two Youth Employed in the 1996 Portland Youth Employment Partnership Program

The City of Portland Bureau of General Services, Facilities Division, employed Letimya Clayton in their administrative support area and Justin Phillips in maintenance.

Letimya Clayton was initially assigned to provide clerical support in files maintenance, faxing, sorting and distributing mail, and other entry-level tasks. However, "as a quick and capable learner, her duties were expanded to include responsibility for the Project Management Plan Room where she organized files and entered data on all project drawings and plans, ordered janitorial supplies...and provided clerical support for the division manager." Letimya "quickly learned Paradox for Windows and designed tables and reports as well as maintaining data." Her supervisor, Faye Musselman, commented that "Letimya's contribution to the Facilities Division has been a welcome and pleasant surprise from someone with so little prior office experience."

Justin Phillips was kept busy working with the building maintenance mechanic crew doing a variety of painting jobs, including ceiling panels and other areas of the building. Justin said he "likes the work, and feels much of what he's learning working side by side with the building mechanics will help him in the future in the two areas in which he is interested: electronics repair and home repair." According to Ron Davis, building maintenance mechanic with whom Justin worked, "Justin is a very capable worker, enthusiastic and willing to learn. He's been a real asset to the maintenance operations. We all enjoy working with Justin."